

CABINET

Wednesday, 8 April 2015 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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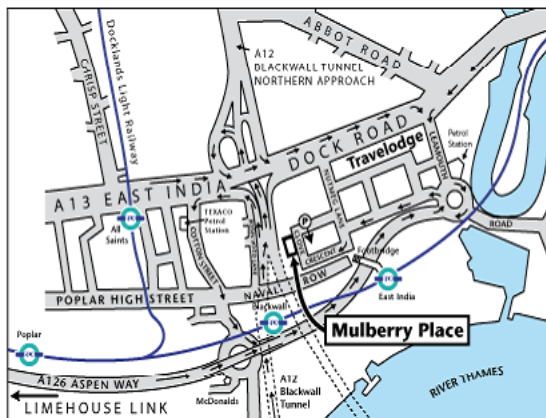
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A Guide to CABINET

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, 10 April 2015**
- The deadline for call-ins is: **Friday, 17 April 2015**

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: **Tuesday, 31 March 2015 (Noon)**

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 8 APRIL 2015

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 4 March 2015 are 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

PAGE NUMBER	WARD(S) AFFECTED
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(Under provisions of Article 6 Para 6.02 V of the Constitution).

UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6 .1	Delivery/procurement options for the new civic centre	5 - 32	All Wards
6 .2	Delegation to the Transport and Environment Committee and Third Variation to the Association of the London Government Transport and Environment Committee Agreement	33 - 112	All Wards
6 .3	Property Procedures for Disposals and Lettings	113 - 140	All Wards
6 .4	Challenge Session Report: The implications of conservation areas for extension of family homes	141 - 172	All Wards
6 .5	Consultation on draft Revised Planning Obligations SPD	173 - 248	All Wards

7. A PROSPEROUS COMMUNITY

7 .1	CLC Capital Programme 2015/16	249 - 260	All Wards
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8. A SAFE AND COHESIVE COMMUNITY

Nil items.

9. A HEALTHY AND SUPPORTIVE COMMUNITY

9 .1	Adult Social Care Local Account	261 - 330	All Wards
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10. ONE TOWER HAMLETS

10 .1	Strategic Plan 2015/16	331 - 446	All Wards
10 .2	Strategic Performance, 14/15 General Fund Revenue Budget and Capital Programme Monitoring Q3	447 - 496	All Wards

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

12. UNRESTRICTED REPORTS FOR INFORMATION

Nil items.

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

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**

**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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<p>Cabinet 8 April 2015</p>	 TOWER HAMLETS
<p>Report of: Corporate Director, Development and Renewal.</p>	<p>Classification: Unrestricted</p>
<p>New Civic Centre Whitechapel – procurement proposal and programme</p>	

Lead Member	Councillor Alibor Choudhury, Cabinet Member for Resources
Originating Officer(s)	Ann Sutcliffe, Service Head, Corporate Property & Capital Delivery
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

This report contains recommendations that to relate to disposals and to entering into contracts. To the extent required by the directions, these will require input and sign off by the Commissioners. To this end we confirm that the recommendations and viable alternatives listed in section 2 of this report are compliant with the council’s agreed policies and procedures and European procurement regulations.

In line with direction A7 it is confirmed that statutory officers have sought third party advice on the conformity of the proposed procurement routes with Council procedures and procurement regulations and are satisfied.

Further to Cabinet’s decision in February 2014 which resolved to acquire the former hospital site on Whitechapel High Street for the purposes of delivering a new Civic Centre, this report brings forward the delivery and procurement proposals for the new Civic Centre Whitechapel (CCW).

This report also updates Cabinet on the status of the acquisition of the site and presents the business case as requested for the new CCW.

More specifically, as requested by Cabinet this report sets out the following parameters and seeks approval from Cabinet prior to proceeding with capital works.

- Confirmation of preferred procurement route.
- Resolution of the negotiations for the purchase of the Whitechapel site from Bart’s Health NHS Trust.
- Financial analysis.
- Risk allocation and accounting treatment.
- Contract mechanisms and project delivery.
- Initial technical and design diligence.

- Stakeholder consultation.

Recommendations:

The Mayor in Cabinet is recommended:

1. To agree the following combination of disposals, funding, design procurement, and delivery model for the CCW:
 - a packaged development scheme utilising developer's cashflow and risk management;
 - use of prudential borrowing at practical completion of the scheme to fund the gap;
 - tendering of the development scheme via a suitable and procurement-compliant framework;
 - the tendering to take place after having developed the design and briefing through to stage 2 of the Royal Institute of British Architects (RIBA) plan of works for building projects (RIBA stage 2), enabling the developer to sufficiently bring forward innovative effective design proposals.
2. If the above recommendation is not adopted to identify the preferred procurement route from the alternative options set out in section 2 of this report;
3. To adopt a capital estimate of £2.5million to undertake investigations and complete the design to RIBA stage 2 and procure a delivery partner based on the chosen model of delivery;
4. To authorise the procurement of the required professional and technical services to undertake the work to RIBA stage 2 utilising, if available, suitable procurement frameworks available to the public sector;
5. To agree disposal of sites identified in paragraph 3.11 of this report in accordance with the Council's disposal procedure and with the requirements of section 123 of the Local Government Act 1972;
6. To note the requirement to obtain the prior approval of the Commissioners appointed by the Secretary of State prior to disposal of the sites identified in paragraph 3.11.
7. To authorise the Corporate Director, Development and Renewal, following consultation with the Service Head – Legal Services, to agree and enter into the terms and conditions of any agreements required to implement recommendation 1 (or recommendation 2 if so required) and recommendations 3, 4 and 5 in order to progress the civic centre project.
8. To authorise the Service Head – Legal Services to execute all documents necessary to give effect to these recommendations.

1. REASONS FOR THE DECISIONS

- 1.1 Further to the February 2014 Cabinet decision, the acquisition of the former hospital site on Whitechapel High Street has been concluded.
- 1.2 In line with the Executive Mayor and Cabinet instructions at that meeting, officers together with the consultants GVA have completed the further business case review.
- 1.3 The business case has been reviewed and assessed by officers to inform the recommendations within this report.
- 1.4 The lease on Mulberry Place will expire in June 2020.
- 1.5 The landlord of the current offices at Mulberry Place, a private investor, is currently working on a redevelopment of the East India Dock complex into a residential scheme in the near future and public consultation and formal pre application planning consultation is already taking place. Given this likely change of use, it is probable that the council, regardless of whether there was a desire to remain post June 2020, would not be granted a renewal of the lease. It is therefore essential to identify a viable exit route from Mulberry Place to ensure that staff are de-canted by no later than September 2019 to a new facility.
- 1.6 The council must commit to a new civic centre, or face occupying a number of disparate and poorly sited buildings that will lead to inefficiencies and increased costs of operation.
- 1.7 The justification for the further consolidation of council administrative buildings into a purpose built mixed use civic hub is predicated on the disposal of some if not all current administrative sites and additional surplus sites for the capital receipts to cross fund the new development. All these disposals would then deliver significant new housing to the borough.
- 1.8 Officers together with their advisor GVA have undertaken soft market testing with three of the London Development Panel (LDP) members who have all validated the proposed approach as desirable to the market and for which they would all have an appetite to bid for even in the current overheated market.

2. ALTERNATIVE OPTIONS

- 2.1 A number of options have previously been considered and are further modelled and considered in the business case. Whilst officers have made a recommendation in part 1 of this report there are a number of options that can equally be adopted and comply both with Council procedures and procurement rules.
- 2.2 The following table sets out the alternatives and shows the risks and advantages of each. It should be noted however that these risks are by

definition somewhat empirical cannot be quantified at the moment. By way of example the decision to dispose of properties separately in the current market would give rise to a perceived benefit of increased capital receipts. This is based on a currently buoyant market, however over the 5-6 year window of the project it is not known how the market will perform so that trying now to forecast the benefit in sales receipts would be disingenuous.

2.3 It must be noted that each of the alternatives are currently capable of delivering the new CCW within the required timeframe provided that decisions are made in a timely manner.

Alternative Option	Pros	Cons
<p>Option 1 (recommended above)</p> <p>Packaged development and disposals delivery using a suitable and procurement compliant developer framework</p>	<p>Developer carries the debt to building occupation of the CCW.</p> <p>Ensures that the majority of relevant developers of significant size are approached.</p> <p>Buys early cost certainty including receipts.</p> <p>Developer carries the market risk of the disposals. Developers are best placed to measure and price market risks in general.</p> <p>Reduces total debt to the Council.</p> <p>Time efficient which reduces programme risk to the Council and potential additional cost of interim solution.</p> <p>Earlier procurement will reduce exposure to an overheated and volatile market.</p> <p>Ensures a high likelihood of housing delivery.</p> <p>Soft market testing has identified an appetite amongst developers on the London Developer Panel though this is not defined as the chosen framework..</p>	<p>This risk being carried by the developer will potentially lower land receipts to the Council</p> <p>Developers will price the risk that they carry.</p> <p>Limits the field to the number of developer consortia on the relevant framework.</p>
<p>Option 2 (as 1 but not utilizing a framework)</p> <p>Packaged development and disposals procured via OJEU.</p>	<p>Potentially open up wider competition for the procurement.</p> <p>Developer carries the debt to building occupation of the CCW.</p> <p>Buys earlier cost certainty including receipts than separate disposals but not as early as the preferred option above.</p> <p>Developer carries the market risk of the disposals.</p> <p>Developers are best placed to measure and price market risks in general.</p> <p>Reduces total debt to the Council.</p> <p>Ensures a high likelihood of housing</p>	<p>Longer procurement will expose the Council to an overheated and volatile market risking higher costs.</p> <p>Time hungry which increases programme risk to the Council and potential additional cost of an interim solution.</p>

	delivery.	
<p>Option 3</p> <p>Standalone delivery of the CCW via a developer led solution with disposals marketed separately.</p>	<p>Developer carries the debt to occupation of the CCW.</p> <p>Developer MAY carry debt for longer but this would prove expensive.</p> <p>Separate disposals will potentially deliver higher values though this will depend on the market conditions at the time.</p> <p>Opens procurement up to a potentially different set of developers with different funding models.</p>	<p>Likely to restrict/limit the field of developers willing to bid as no land deal involved for them.</p> <p>Will require OJEU procurement which place programme risks on delivery and potential for a costly interim solution.</p> <p>Increased cost as the developer will only make their profit on the construction cost and a longer term debt repayment without cross subsidy from land receipts.</p> <p>The Council will carry market risk on disposals.</p> <p>The Council will carry programme risk on disposals.</p> <p>The number of sites coming to the market may limit competition for each one reducing revenues.</p>
<p>Option 4</p> <p>Standalone delivery of the CCW via a Design and Build led solution with disposals marketed separately</p>	<p>Likely to appeal to a wider range of bidders as it doesn't limit the field to those with an interest in housing delivery</p> <p>Simplifies the tendering process to a straight forward B&B contractor without developer/funding complexities significantly reducing the programme.</p> <p>Simpler tender evaluation to a straightforward D&B contract, i.e. no developer/funding complexities.</p> <p>Better control over procurement delivery timeline/cost.</p> <p>Separate disposals will potentially deliver higher values (depend on the market conditions at the time).</p> <p>Could be procured via OJEU or construction framework (e.g. Southern Construction Framework).</p>	<p>If OJEU procurement - risks programme delivery and may result in a costly interim solution being put in place.</p> <p>Likely to restrict the field of developers willing to bid as no development returns on offer.</p> <p>The Council will carry market risk on disposals.</p> <p>The Council will carry programme risk on disposals.</p> <p>The number of sites coming to the market may limit competition for each one reducing revenues.</p>

2.4 Within these alternatives the following should be noted:

2.5 Option 3 - To sell the disposal sites separately from the delivery of the new CCW but to seek via the market a development partner to deliver the CCW and fund it, would require the Council to enter into some form of a long term payback to a private developer once the CCW is complete.

2.6 This alternative:

- May prevent the use of a framework and therefore require the contract to be tendered via OJEU which will present a programme risk for the

delivery of the new CCW.

- Cost significantly more to fund as the private developer is making profit purely on the construction and cashflowing the scheme with no other source of profit from the disposal sites.

2.7 Option 4 - Procuring the CCW separately from the site disposals and a building contract and ring fencing the capital receipts for cross subsidy;

- May prevent the use of a framework and therefore may require the contract to be tendered via OJEU which will present a programme risk for the delivery of CCW. There are however other alternative frameworks that may be considered.
- In tendering the CCW as a design and build (or any other form of building contract) would require significantly more design to be concluded prior to tendering.
- Require the disposal sites to be sold either as a package or individually in the market and is suggested that this would be open market tendering.
- Require the Council to account for the full amount of the debt at the outset of the development.

2.8 In addition to the procurement alternatives above the recommended route utilises design through to RIBA stage 2 Concept Design. This refers to the RIBA-specified plan of work, which organises the process of briefing, designing, constructing, maintaining, operating and using building projects into key stages. Stage 2 is concept design which includes structural design, building services systems, outline specifications and preliminary cost information along with relevant project strategies in accordance with the design programme. It involves agreeing alterations to brief and issuing of a final project brief. Officers believe that this is the minimum level of design that should be undertaken. As discussed later in this report however there are two alternative approaches to the level of design that could be undertaken.

2.9 One option is tendering the scheme either in a packaged or non-packaged form but with no further design and due diligence undertaken by the council would place great risk and uncertainty on the Council. In soft market testing all the developers approached felt this would put a great deal of uncertainty on the developers that would be reflected in their pricing and programming assumptions.

2.10 This option:

- May prevent the use of a framework and therefore require the contract to be tendered via the OJEU which will present a programme risk for the delivery of the new CCW.
- Poses a very real difficulty in identifying the best value bidder without design parameters to measure.

2.11 An alternative option would be fully designing the scheme through to and

obtain a planning consent and procuring the scheme in any of the above alternatives should be considered. This option would provide increased delivery and cost certainty to the Council and could be done in conjunction with any of the above alternatives. It would however because of the programme constraints be ideally utilized with a packaged procurement through a suitable and procurement compliant framework as identified in the recommended alternative above.

- 2.12 It should be noted that while all the options are currently deliverable the programmes for OJEU procurement and packaged developer delivery are significantly tighter and therefore as noted above pose a programme risk beyond that of a simpler design and build contract.

3. DETAILS OF REPORT

Background

- 3.1 The council has previously consolidated its civic hub and administrative functions at East India Dock into one site, Mulberry Place, surrendering Anchorage House to realise significant savings of circa £7m per annum.
- 3.2 East India Dock is still widely considered to be a poor location to best serve the needs of the borough's residents. East India Dock Estate, whilst reasonably served by public transport is located in the extreme east of the borough in close proximity to Canary Wharf and has perceived problems of customer access and approachability.
- 3.3 The Mulberry Place lease expires in 2020. The building costs the Council approximately £5 million per annum of which £2.8 million is rent. The landlord, a private investor, has announced plans to redevelop the entire East India Dock into a residential scheme in the near future and public consultation is already taking place. Given this change of use, it would not be possible without a significant increase in rental for the Council could remain here post June 2020. In the business case we have modelled a simple market uplift in rent for a new lease but in reality due to the significant uplift in value delivered from a residential redevelopment the cost of a new or even interim extension to the lease is likely to be considerably higher.
- 3.4 It is therefore essential to identify a viable exit route from Mulberry Place to ensure that staff are de-canted by no later than September 2019 to a new facility.
- 3.5 Cabinet have previously approved the principle of a new Civic Centre (February 2013) and additionally the acquisition of the vacant Whitechapel building (February 2014) for this purpose.
- 3.6 Additionally in the long term the new CCW will contribute to the year on year revenue savings required of the Council whilst enabling improvements to service delivery to residents. It should also be noted that, unlike the current

lease arrangement of the Town Hall, in the longer term the CCW will have a long term asset value to the Council

- 3.7 Each of the options is associated with the disposal of a number of surplus assets and in the case of the move to Whitechapel the number of sites available is maximised. Regardless of the procurement option chosen (discussed later in this report) however it is recommended that the available sites are disposed of in order to deliver housing to the borough and to cross subsidise the civic centre.
- 3.8 In each case the assets will be required to deliver housing and officers with the design team will work with Planners to ensure that the agreed planning brief can be a required delivery under a disposal contract and a pre-requisite for a successful bid.
- 3.9 The project's objectives can be summarised as:
- To develop a sustainable, multipurpose, civic centre in the geographic heart of the Borough and with excellent transport connections,
 - As required by the Asset Strategy, to rationalise the Council's operations to provide more efficient internal communications and cross Council working and reduce the Council's revenue cost of holding empty redundant buildings,
 - To maximise opportunities to make financial savings from efficient use of accommodation,
 - To deliver year on year operational savings to the Council and deliver significant new housing to the borough.

The Options

- 3.10 The previous report to Cabinet (February 2014) was based on the outline business case provided at the time and this identified three alternative approaches to providing the new space having discounted finding alternative rented accommodation or remaining in Mulberry Place. These options are summarised below.
- 3.11 **Remain in Mulberry Place** - This option was modelled by the team to ensure our baseline assessments are robust and to monitor efficiency savings being generated. As set out above however, the landlord is currently seeking to redevelop the site as a residential scheme which will significantly increase the value of the site to him. As previously reported it is highly unlikely that a renewal of the lease will be granted without a significant increase in the rent. Additionally the current building would require significant investment for a long-term lease period as the building and its services are already beyond their useful design life. Cabinet have previously in line with recommendations ruled out this option.
- 3.12 **Develop existing Council sites** – The team reviewed all current assets owned by the Council to identify a location to deliver a new office. The current Commercial Road depot site, formerly the Renault garage is the only alternative site available to the Council of a sufficient size to deliver a purpose built consolidated civic hub. This option has been modelled. The site may be

able to accommodate a mixed use development including housing with the civic centre. However, in reality, the nature of the surrounding area means that the mass of development that could be delivered on the site is likely to be restricted, in particular by height and (in the case of the residential aspects) lack of amenity space. The scheme would, in any event, be a dense solution and it should be noted that it would result in a significant increase in users and office accommodation in an area which is primarily residential and not deemed a 'town centre'. This poses a significant risk to securing planning consent. This site will be utilised on the preferred option as a disposal site for residential development.

- 3.13 **Refurbish and or redevelop a number of existing assets** – Having reviewed the current asset the Council does not own any other buildings that are of sufficient size to accommodate the forecast service needs. At best the Council would need to decant into at least 5 or possibly six buildings. All these buildings would need substantial refurbishment works and would leave the Council dispersed around the Borough and operating in an inefficient and fragmented way which will detrimentally affect the performance of services and efficiency and flexibility to manage the size of the organisation going forward. Two of the office buildings, namely Cheviot House and the LEB building cannot be refurbished to modern office requirements as this would result in the floor to ceiling height being too low making them no longer suitable for office occupation and this option has to be discounted. Additionally this option will deliver no additional new homes.

Disposal funded new Civic Centre – This, the preferred option is to develop a new purpose built civic centre on the acquired Whitechapel site. Any new development will commit and require significant funds. In order to mitigate the effect of borrowing on the council's revenue commitments, there are a number of assets that are identified as sites for disposal for residential purposes in the asset strategy or which will become surplus to requirements as a result of the move into the new CCW. These are available to offset the medium term impact associated with the site procurement and subsequent construction. Officers consider it necessary to fund capital development from these receipts. However this option is better value for money than remaining in the current or other refurbished council offices and will drive significant year on year operational savings once occupied. Additionally unlike any leased alternatives such as the Mulberry Place the Council will benefit from the Asset at the end of the modelled period.

The disposal sites are the following sites held in the general fund:

- Jack Dash House
- Albert Jacobs House
- Commercial Road (former Renault garage)
- Gladstone Place
- LEB Building
- Southern Grove depot

Disposal funded new Civic Centre at Whitechapel

- 3.14 Cabinet have previously approved the principle of a new Civic Centre and additionally the acquisition of the vacant Whitechapel building for this purpose.
- 3.15 It is evident that the construction of a new civic hub in Whitechapel has a significant benefit to the borough. A new civic hub at Whitechapel enhances the project objectives across most of the Council's chosen indicators. The main points being:
- Making the Tower Hamlets Community Plan objective of a "a great place to live" a reality by providing impetus to the regeneration of Whitechapel and its surrounding areas and locating the council in a more accessible town centre.
 - Raising performance and maximising efficiencies through the optimisation of council office accommodation and compliance with latest building regulations through new build facilities.
 - Longer term revenue savings through occupation of council owned accommodation, whilst noting the short term cost associated with procurement and construction of the site.
- 3.16 The use of this site helps the council to achieve the objectives set out in the adopted Whitechapel Vision and will provide a significant boost to the Whitechapel redevelopment plans, whilst placing the new civic hub at the heart of the borough and protecting the retention of a locally listed building by giving it a civic presence.

Appraising the Options

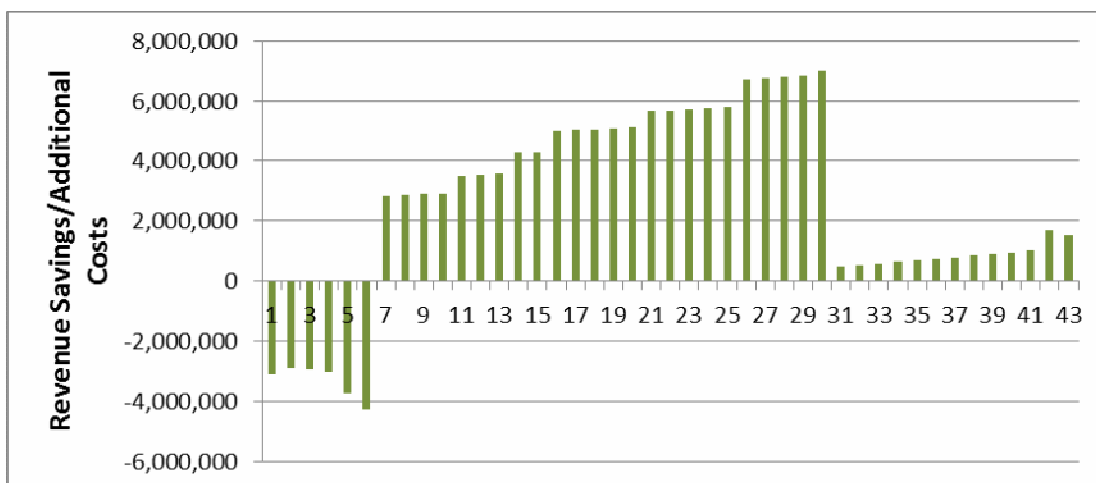
- 3.17 An underlying requirement of the relocation of the Civic centre is to assist the Council in achieving annual revenue savings targets for the medium term, including a reduction in the number of council offices. For the project to be deemed viable and affordable it has to achieve a reduction in the combined costs of providing the Civic centre with the release the value of the surplus sites which are all suitable for housing development. The financial analysis undertaken has compared the relative costs and benefits of various options.
- 3.18 The financial analysis uses Net Present Values which look at cash flows over a 40 year period for the Civic centre. We have made an assumption that the Council, where capital expenditure is incurred, will have to borrow all the sums required to facilitate this project and have allowed for the financing costs within the model. The financing costs are built up from interest charges and the minimum revenue requirement, based on the asset life of the capital expenditure.
- 3.19 This assumption requires that the Council prudently assess any additional borrowing and that sufficient headroom up to the Capital Financing Requirement (CFR) is available. In addition, any capital receipts derived from assets directly linked to this project have not been ring-fenced; with the

receipt being applied as per the strategic priorities of the Council. However, a corresponding revenue saving has been applied to the project to reflect this sales income and the benefits associated with proceeding with this project. Officers do however consider it prudent to ring fence the capital receipts to finance the project.

3.20 We have tested 7 potential civic centre options in the business case. Having previously identified the practical alternatives and the base case of staying in mulberry the results of these NPV's are shown in the table below. In each case the available disposal receipt and housing delivery from surplus stock has been modelled.

Civic centre Option	Description of Option	NPV	Number of Homes
Civic centre Option 1	Remain in 4 existing office buildings	£160.1m	170
Civic centre Option 3	New Civic centre at Commercial Road and remain in Gladstone Place and Albert Jacobs	£113.9m	481
Civic centre Option 5	Whitechapel only	£128.1m	778

3.21 There are additional revenue costs in the first 6 years which are attributed to the costs of constructing/leasing other buildings simultaneously with finishing the lease on Mulberry. These costs are unavoidable in modelling the schemes but in reality can be deferred to avoid their impact in this period. However, these upfront costs then provide significant revenue savings for the remainder of the 40 year period following the expiry of the Mulberry Lease. The annual revenue impact for Option 5 can be more definitively seen in the following chart:



- 3.22 In summary, the “Do Nothing” of Civic centre Option 1 has a total NPV of £160m and only produces 170 housing units, compared to the cheapest new build Civic centre Option 3 which has an NPV of £113.9m and 481 residential units. Doing nothing is therefore not an option.
- 3.23 Based on the financial analysis it is not financially viable to remain at Mulberry Place. The cheapest financial option of re-occupying 3 vacant office buildings has to be discounted as 2 of the buildings cannot be refurbished to meet modern office requirements.
- 3.24 Whilst the Commercial Road option is financially cheaper than Whitechapel, it won't deliver as many housing units and it won't enable the Council to have a key role in bringing forward its Whitechapel Vision, which will have a significant beneficial impact upon the local area.

Delivery and Procurement

- 3.25 The project cost for the new CCW is currently estimated at around £85 million depending on the extent of the development needed. This would be a significant debt burden for the council to carry without the capital receipts.
- 3.26 Even with the proposed capital receipts from disposals, there will be a significant shortfall in funding – the gap, which will need to be funded by the Council through debt. This debt has been modelled in the business case scenarios.
- 3.27 Essentially there are two distinct delivery models available and they are:
 - A** to borrow the full amount of the cost, build out the new facility, sell the surplus sites and use the capital receipts to pay off the majority of the debt (financial model Option 5) or,
 - B** to enter into a packaged disposal and delivery model with a private developer (financial model option 8).

3.28 Officers have reviewed the delivery models and procurement within these to allow an informed decision to be made on the best route forward. The best route will depend on the:

- the very tight programme for delivery, and;
- the risk appetite of the council.

Separate disposal

3.29 The disposal sites are a mixture of those currently available and those that will become so as a result of the rationalisation of the civic functions into the new CCW. The sites are all discrete sites capable of separate disposal and not links by proximity to each other.

3.30 The council could simply set about disposing of their surplus stock now and programme this out over the course of the next few years. Sales receipts could then, once achieved, be set aside for the delivery of the scheme.

3.31 As buildings become available the council would seek to sell these on the open market and receive best consideration for them. It is likely that the future use of these sites would be restricted to housing (though not necessarily) with planning compliant tenure mix.

3.32 Clearly the cash flow of capital values and sales receipts is not ideal and the council would bear the sales risk and cashflow implications of delays in disposals and market volatility.

3.33 This route allows the council to retain greatest control over outcomes but bear significant development cost and cashflow risk.

3.34 Disposals would be undertaken in accordance with the Council's disposal procedure. It is likely that this would be on an open market tendered basis as is normal for such disposals and buildings. The sites would be brought to the market as and when they become available and in line with any protocol agreed with the Commissioners. As required by the Secretary of State's directions given on 17 December 2014, the prior consent of the Commissioners would be required to each disposal.

3.35 If this option were followed then a developer-funded model will not be viable as there will be no development profit or upside for the developer other than on costs to the cost of the building. This would be an inefficient way of raising capital leaving only a traditional contract form such as design and build contract procured via OJEU open market tendering.

Packaged delivery and disposals

3.36 As an alternative approach the council could package all or some of the disposal sites together with the new civic centre project and tender this to the

market either using the OJEU process or a framework, if required due to time critical needs.

- 3.37 The council would be seeking a development partner in this instance that would use their knowledge of the market and access to funding, bear development risk, and cashflow the delivery of the project.
- 3.38 The development partner would need to be a significant entity or consortium with a substantial turnover in the order of three times the project value, including the value of the disposal sites.
- 3.39 The partner would receive the surplus sites to develop at nil value though required to deliver within whatever constraints (such as planning compliant housing) the council determined were right. In return the partner would develop the new civic centre in line with the council's brief and needs.
- 3.40 On completion of the civic centre this would be handed over to the council in exchange for the gap or shortfall in funding in a form commensurate with the chosen funding proposal. This could be a one off payment raised from debt or by way of staged payments over time, though this will attract additional cost to the Council.
- 3.41 The benefits of this structure are that the development partner will bear both the sales value risk and cashflow risk for the development. This would also allow the council to defer debt until the gap funding was needed at handover of the new building.
- 3.42 Significantly however the council will have less control over the outcomes and this is likely to cost more due to the offload of risk to the developer. Though when cashflowed over the life of the modelling period there is no significant cost difference.
- 3.43 The development partner model can be procured either by OJEU or more practically using a framework, which would significantly reduce the programme implications of procurement. There are a small number of frameworks that are available to which the Council has access. Because of programme constraints officers believe that it is advantageous to use a suitable and procurement compliant framework, which provides access to a very good selection of developers and minimises programme risk and procurement cost to the council.
- 3.44 Consideration has been given to use of the GLA's London Developer Panel, which is set up for residential led schemes. The framework was procured through OJEU by the GLA in order to speed up the process of development and was intentionally set up to give access to local authorities. The Panel comprises some 20 consortia with whom the project would be tendered and all of who have demonstrated their ability, track record and experience. However, the scheme is for residential-led schemes and it is clear that any mixed use elements must be properly ancillary to and in support of housing. This will likely present a challenge to a scheme which includes the CCW.

- 3.45 The council has undertaken some soft market testing to ensure that there is an appetite in the market for such a developer led proposal.
- 3.46 Additionally we have modelled the NPV of procuring the new building on this basis (financial model Option 8) which compares favourably with that of separate disposals and borrowing (option 7). The NPV's of the options are £127M and £128M respectively. The key financial advantage of the packaged model however is that there is potentially no negative financial impact of borrowing money in the short term whilst paying the outgoing costs on Mulberry Place as this debt will be carried by the developer partner

Design

- 3.47 If the council wish to proceed with a design and build contract to deliver the new civic centre rather than a packaged up development then the council should develop the scheme through to, or near to Planning. This will be needed to ensure cost certainty in the tendering process as the greater the design certainty the better the market will price the work. Additionally there will be less opportunity for cost increases during the delivery period from design evolution and change.
- 3.48 If however the decision is made to progress the new civic centre with developer led model, packaging up the major housing sites, the council must decide on the extent to which they design the new buildings or allow the developers freedom to design their proposals. In each cost the total cost of design would be broadly the same.
- 3.49 To date the council has led a team working at RIBA stages 0-1 covering strategic definition and some briefing. This is not enough at the moment to take the project, which is complex in terms of scale, deliverability and complexity through to procurement.
- 3.50 Essentially whatever route is adopted, the full design costs for the civic centre would be in the order of 12% of the build cost or around £12 million. This is approximately the fee cost regardless who and how the project is taken forward.
- 3.51 Fees are normally split into design stages as determined by the RIBA plan of work. At whatever stage the design is passed from client to contractor or developer there is normally a level of redesign. In reality the duplication of design is limited though this will depend on the level of control that the client wishes to have. The greater the control the less duplication there is; more importantly, for the council, it offers greater control over cost and programme certainty.
- 3.52 In broad terms the fee costs over the life of a project with fees of £12 million would be:

Stage	Description	Cost	Proportion of the total fee	Aggregate fee
1	Preparation of Brief	£1.2M	10%	£1.2M
2	Concept Design	£1.8M	15%	£3.0M

3	Developed Design	£1.2M	10%	£4.2M
4 onwards	Technical Design	£7.8M	65%	£12.0M

3.53 With this in mind there are three options available to the council:

1. To design through to RIBA stage 3 and obtain planning consent
2. Complete a brief based on the work to date and allow the developers to bring forward their designs and to obtain planning consent around the completion of Stage 1.
3. Follow a halfway house in which the council undertake sufficient investigations and design to ensure that the new building will deliver but allow the developers to bring forward their own solutions to this – RIBA Stage 2.

Design to planning RIBA Stage 3

3.54 Essentially this is the model adopted for the majority of council projects in recent years including Blackwall Reach and the Ocean Estate. The model drives certainty of deliverability and cost as delivery partners will then know what they are required to deliver and are able to price this upfront in the knowledge that it can be delivered.

3.55 This will also give the council control over the end product and therefore, up to contract the cost of the scheme. This will however place a cost burden on the council to cashflow the process through to contract. Flexibility is also lost in terms of allowing the market to find cost effective solutions to the delivery of the building. These fees will however only be abortive or wasted if the scheme either does not go ahead or the design is significantly changed post contract. Due to a significant level of developer design still being required the overall cost to the council would be the highest and risk of deliverability the least.

Minimal further design RIBA Stage 1

3.56 This is not a model that the council has used before and essentially requires the bidders to undertake a substantial amount of work at bid stage, which for the unsuccessful bidders will be abortive. This may mean that the council has to underwrite some of these fees in order to ensure that there is sufficient appetite in the market to bid. The underwritten cost would be lost. The successful bidder would in any event seek to recover their bid costs in the overall project thus not saving the council money but simply cash flowing the design stage.

3.57 Significantly the council will lose control and choice, unable to necessarily take the best design options due to cost and potentially being forced to adopt “clever” developer design that ticks the scoring boxes and is cost effective but does not deliver the innovation that is sought from the market.

3.58 There is no certainty that the successful proposals will secure planning consent or be deliverable thus placing the delivery of the new building on programme at risk.

- 3.59 Despite the reduced level of investigation and design there would be significant pre-contract costs for the council and the saved costs being investigation and design would simply be paid for by the council post contract.
- 3.60 Of particular note and as a lesson learnt on a recent major capital project, where a limited amount of design development is undertaken funders will often seek to cover off their risk by prolonged post contract negotiations which delay the project, introduce increased risk of challenge to the final deal and seek to push risk back to the Council

Half-way house RIBA Stage 2

- 3.61 In essence this is the model adopted for the Poplar Baths and Dame Colet development. The council would undertake a significant amount of engineering investigation and design together with pre-planning work with English Heritage and LBTH Planning. The bidder would then bid against a known baseline that they could be measured against and the council could have an increased level of certainty over deliverability and cost.
- 3.62 This model also allows the developers to be innovative in response to the brief, enabling them to push the boundaries of design and space utilisation as well as offer additionally to the scheme such as alternative uses.
- 3.63 There is a cost impact pre-contract for the council but this would be less than the full design option and significantly the works would not be abortive as they would all be needed by the bidders but paid for only once.

Cost control and Risk comparison

- 3.64 Cost control and risk vary through the different models as the council retains or abdicates control. The following table sets out broadly the cost risk matrix of the three options.

Delivery Model	Upfront cost to LBTH	Overall cost	Control	Risk
Full LBTH design	High	High	High	Low
Min LBTH design	Low	High	Low	High
Halfway House	Medium	Most cost effective	Medium	Low

Governance

- 3.65 As previously discussed it is proposed that the council adopts the Government's Managing Successful Programmes governance model for the delivery of both the new civic centre and the council's business change programme. The proposed structure fits well with the current structure of the council's governance and will give both full and even input into the programme and organisational change.
- 3.66 A sponsoring group will comprise senior officers (CMT) and be chaired by the Mayor. A separate monitoring/overview group should also be set up, potentially including or consisting of members of the Overview and Scrutiny

Committee, which would meet twice yearly. This will allow direct and open oversight into the project as well as cross-party and cross-council support and input.

- 3.67 Within the group will be the Senior Responsible Officer (SRO) who it is proposed would be a corporate director (or specialist new post) of the council in order to ensure very senior representation and a high level leadership and focus across all aspects of the project delivery.
- 3.68 Because of the seniority of the SRO it is proposed that they are supported by a programme director (PD) in the form of the Service Head of Corporate Property and Capital Delivery, for the delivery of the new facility. The PD will not sit on the sponsoring group though may be called upon to report to and assist the SRO in their duties. The main responsibility of the PD will be the day-to-day leadership of the programme and driving it forward.
- 3.69 In order to address the programme imperatives it is suggested that a separate SRO and programme/project board be set for the building project. This would still report into the sponsoring group and have close links with the council's business change programme but would allow the project to move forward at a different pace.
- 3.70 The SRO and PD will co-chair their programme boards and it is currently envisaged that the SRO would be Corporate Director, Development & Renewal, supported by Service Head, Corporate Property & Capital Delivery.
- 3.71 The programme manager will be a new post as will be the main building project manager.
- 3.72 The programme support office will vary in size over the course of the project and many of the positions could be filled with existing staff though they will need to move full time into the support office.

Programme

- 3.73 As previously noted the programme is tight and mitigation is in place as noted in section 8.
- 3.74 Whichever procurement route is adopted there a number of key milestones that must be met to drive the project forward and these are tabulated below.

Milestone	Completion
Cabinet Decision to proceed	April 2015
Prepare briefs for Consultant team procurement	April 2015
Procure Consultant team	July 2015
Design and procure due diligence and briefing	October 2015
Issue OJEU notice	October 2015
Procurement	12 Months
Contract award	October 2016

Planning period	April 2017
Construction	Three Years
Completion	May 2020

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report brings forward the delivery and procurement proposals for the new Civic Centre following the decision of the Mayor in Cabinet (5 February 2014) that confirmed that the former Royal London Hospital site in Whitechapel was the preferred option for the location of the new civic centre. The Council has subsequently completed the purchase of the site from the Bart's Health NHS Trust.
- 4.2 Following the acquisition this report now seeks approval to develop the scheme design to RIBA Stage 2 level, and to determine the preferred procurement method to be adopted for the construction of the new civic centre.
- 4.3 The council pays approximately £5 million per annum in lease and service charges for the Mulberry Place building and in the longer term officers consider that the lease is unlikely to be extended beyond its June 2020 expiry date. It is therefore necessary that alternative arrangements for a civic centre are put in place now in order to generate long-term savings. The report outlines the reasons why the lease is unlikely to be extended in paragraph 1.5.

Financial Modelling and Outline Business Case

- 4.4 As outlined in previous reports, the council appointed an external property management company advisor, GVA, to undertake financial modelling to inform an outline business case assessing various options for the relocation of the civic centre. The assessment compared the capital and running costs of each option together with a high level net present value calculation, calculated over a 40 year period.
- 4.5 The assessment was based on historic information held by the council in relation to annual running costs of its existing premises, with the major construction and capital costs of the proposed new buildings being assessed by GVA.
- 4.6 All options were assessed against a base position, i.e. that the council remains at Mulberry Place and is able to extend the lease beyond 2020. Although this option is now considered to no longer be feasible, it remains the basis against which alternatives have been assessed. The report provides background to the main options previously considered in relation to the siting of the proposed Civic Centre in Whitechapel in paragraphs 3.10 to 3.24.
- 4.7 Financial assessment of all the options proposed showed that significant savings are achievable compared to the baseline position, both on a Net

Present Value as well as a total cashflow basis. However, as highlighted in previous reports, it must be stressed that the alternative options all involved significant capital expenditure over the years from 2016 to 2019.

- 4.8 With both options, over a 40 year period significant savings could be achieved compared to the existing arrangements. However, the relocation will take a number of years to complete, with savings only being realised from 2020 onwards. In the medium term revenue costs will increase while the rationalisation takes place.

Adoption of Capital Estimate for Design to RIBA Stage 2

- 4.9 As part of the budget process for 2014-15, funding of £12 million was set aside as a provision for the development of the new Civic Centre. The site was formally acquired in January 2015. After allowing for associated fees and taxes, an uncommitted sum of just in excess of £2,500,000 remains. This report seeks approval to utilise this sum to complete the design to RIBA Stage 2 with a view to procuring a delivery partner. A corresponding capital estimate of £2,500,000 is therefore sought which will be fully financed from the earmarked resources remaining.
- 4.10 On completion of the design to RIBA Stage 2, as outlined in paragraphs 3.60 to 3.62, the Council will be in a position of being able to invite bidders to bid against a known baseline against which they can be measured, meaning that the Council will have an increased level of certainty over deliverability and cost. There will however still be scope for the developers to be innovative in relation to design and use of space.
- 4.11 At that stage further reports to Council will be presented to seek approval for the proposed funding arrangements for the full project and the necessary capital estimates to be adopted with full budgetary provision identified within the Council's capital programme. These will be based on a full assessment of the financial implications and identification of resources available, and will necessitate an evaluation of the impact on the Council's borrowing requirement as well as the medium term revenue implications. The funding requirement will depend upon the disposal process adopted.

Procurement Method

- 4.12 The report sets out various procurement methods that could be utilised in relation to the construction of the Civic Centre. These are shown, together with the relative advantages and disadvantages of each option, in the table in Section 2.
- 4.13 The relocation of the civic centre will require major capital investment which would have to be financed from within the limited resources available to the capital programme. The report indicates that depending on the scale of the development, the estimated costs of the Civic centre construction are approximately £85 million (paragraph 3.25). A full assessment of the funding sources will be undertaken once these costs are finalised, however it is assumed that there will ultimately be a requirement for significant borrowing to

be undertaken with the consequential impact on revenue budgets of the debt charges. Modelling suggests that these on-going additional revenue costs will rise significantly until the expiry of the Mulberry Place lease, with the costs being incurred at a time when the Medium Term Financial Plan of the council is already demonstrating the need for significant annual budget reductions. Additional revenue savings would need to be identified in addition to the on-going savings targets that have been assumed within the MTFP, and in order to mitigate these costs it will be necessary to generate capital receipts from asset sales to 'cross subsidise' these costs.

- 4.14 The financial modelling that has been undertaken assumes that surplus council owned assets are disposed of to part fund the significant capital expenditure requirement. The realisation of capital receipts from the disposal of assets that are declared surplus to the council's operational requirements is essential if the relocation project is to be viable. Previous reports provided authorisation to proceed with the disposal of assets to finance the relocation, but the risk of not generating sufficient sale proceeds rest with the Council.
- 4.15 The council has a statutory duty to ensure that any decision is justified on a value for money basis, with the wider potential regeneration benefits being considered in addition to the business case. The 'Whitechapel Vision Economic and Employment Impacts Study' report previously considered by Cabinet set out the anticipated impact on the Whitechapel area of the proposals within the masterplan area. These are not easily financially quantifiable but should be considered in the context that relocation of the civic centre will support the regeneration of the area.
- 4.16 Any relocation to a new civic centre will necessitate consideration of various council working practices, including those relating to flexible working, as well as an assessment of the on-going IT requirements.
- 4.17 As stated above, it should be noted that at this stage sufficient funding has only been set aside for the site purchase and initial design work. Any decision in relation to construction and development will be subject to further Council decision based on a full assessment of the financial implications and the agreed procurement route.

5. LEGAL COMMENTS

- 5.1. The Council has an obligation under section 3 of the Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (the best value duty). One way that the Council seeks to deliver this duty is by complying with its procurement procedures. The general principal is that the Council achieves best value by subjecting spend to competition and choosing the winning bidder by applying evaluation criteria showing the best and appropriate mix of price and quality.
- 5.2. The construction work is of a value in excess of the European threshold (currently approximately £4.3 million for works) as set down by the new Public

Contracts Regulations 2015. Therefore, the competitive exercise must comply in all respects with the requirements of the Public Contracts Regulations and with European Law.

- 5.3. The report recommends an option involving procurement of a development scheme through the use of a suitable framework agreement. In order for the Council to be able to procure in reliance on a framework agreement with appropriate Developers, the framework itself must have been procured in compliance with the European law and additionally the following requirements must be satisfied:
- The Council is immediately identifiable in the relevant OJEU advert as a potential user of the framework;
 - The OJEU advert includes the types of works required by this development; and
 - The estimated value of the overall framework has sufficient capacity to include the full cost of the procured development.
- 5.4. The London Development Panel Framework has been considered, but this may well have to be rejected as the framework was set up for housing developments and the associated inclusion of commercial properties was intended to be in respect of commercial buildings that directly supported the housing that was developed or formed part of the infrastructure.
- 5.5. A number of the other options tabled in this report lead to a splitting down of the overall project or delivery in different forms. However, the value of the cost of the development of the Civic Centre alone is greater than the relevant European Threshold and therefore use of any framework for works that may or may not be developer led must also comply with the requirements outlined in paragraph 5.5
- 5.6. The report also proposes that consultants be engaged to provide the required professional and technical services to undertake investigations, complete the design to RIBA stage 2 and procure a delivery partner. The current European Threshold (the estimated contract value beyond which the European Regulations will apply) for services is approximately £172,000. Any of the associated professional services contracts with an estimated value in excess of this must be tendered in accordance with the Public Contracts Regulations 2015. A pre-procured framework may be used although this is dependent upon the terms of reference under which the framework was originally procured and the requirements stated in paragraph 5.3 must be observed.
- 5.7. It is proposed to only procure part of the professional and technical services required for the proposed development (i.e. to RIBA stage 2). It may be preferable, however, from a procurement perspective to anticipate using consultants through the whole period of the development. This is because consultants will likely have ownership of intellectual property rights and an in-depth understanding of the project, having taken part in the design of the

scheme. If, as proposed, the professional and technical services are not procured through to completion, then a further competition will be required for the next stage of services. Under a further competition there is no guarantee that the original professional service provider will win and therefore be able to be used throughout the remainder of the project.

- 5.8. The options in the report include disposal of properties identified in paragraph 3.11, either as part of a development agreement or by separate sale. Under section 123 of the Local Government Act 1972 the Council may dispose of its land in any manner that it may wish. However, except with the Secretary of State's consent or in the case of a short tenancy, the consideration for such disposal must be the best that can be reasonably be obtained. This obligation will need to be complied with, whichever of the options is adopted.
- 5.9. On 17 December 2014, the Secretary of State made directions in relation to the Council pursuant to powers under section 15(5) and (6) of the Local Government Act 1999. Those directions are in place until 31 March 2017. The Secretary of State appointed Commissioners whose prior written agreement is required to the disposal of property other than existing single dwellings for residential occupation. This requirement will apply to the disposal of the sites listed in paragraph 3.11 of the report.
- 5.10. The directions made by the Secretary of State also require that during the direction period the Council must adopt all recommendations of the statutory officers (relevantly the head of paid service, the monitoring officer and the chief finance officer) in relation to entry into contracts, unless the prior agreement of the Commissioners is obtained not to do so.
- 5.11. Before awarding the contracts, 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). The level of equality analysis required is that which is proportionate to the function in questions and its potential impacts and consultation may be necessary in order to fully understand the needs of the people who have protected characteristics (as defined under the act) affected by changes caused by this project.
- 5.12. Any consultation carried out for the purposes of assessing the impact of the development should comply with the following criteria: (1) it should be at a time when proposals are still at a formative stage; (2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account. The duty to act fairly applies and this may require a greater deal of specificity when consulting people who are economically disadvantaged. It may require inviting and considering views about possible alternatives.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Consideration has been given to the potential impacts of choosing one of the options set out in the report on people with protected characteristics within the meaning of the Equality Act 2010. An analysis document is in preparation which will be tabled at the Cabinet meeting.
- 6.2 One of the issues with buildings of a certain age, including many of the assets currently in the council's ownership, is that they are not fully accessible for those people with physical disabilities, and ensuring full accessibility and DDA compliance will be prohibitively expensive. The purpose-built civic centre development will allow the council to design the building so as to ensure it is fully accessible. This will be specified as part of the design process to ensure it is a central consideration in the design of the building.
- 6.3 When compared to Mulberry Place, the central location, transport links, and design of the purpose-built civic centre in Whitechapel Road will increase the openness and approachability of the civic centre, encouraging participation and engagement in the democratic process as well as facilitating easier access to services. In addition, a new purpose-built council chamber can design out many of the physical issues that exist with the Mulberry Place council chamber. This includes poor acoustics and limited sight lines, hampering involvement in the democratic process.
- 6.4 Any procurement exercise will ensure that 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.
- 6.5 In particular the delivery of the new CCW will in line with all other major development projects ensure and require early consultation with the whole community and engagement to ensure that the maximum benefit can be drawn for the local community in terms of employment and training.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The delivery of any new building is an opportunity to better the green credentials of the occupier and seek to improve their environmental effect.
- 7.2 The current Council stock is old and in poor condition with inefficient services and building fabric. The current town hall at Mulberry Place is also particularly ineffective in environmental terms.
- 7.3 The new CCW offers a number of opportunities to improve the green and environmental credentials of the Council.
- 7.4 The location of the CCW is in the centre of a public transportation hub offering the opportunity for all staff and members to get to the centre without the use of private cars. The non-provision of car parking (other than disabled) will ensure that the travel carbon footprint of the staff is dramatically decreased.

- 7.5 The effective reuse of a substantial part of the original hospital building in recycling it will also reduce the level of new build whilst allowing the thermal and environmental services upgrade to take place. The new building will be designed to deliver an efficient and environmentally sustainable building replacing the existing dated and inefficient stock.
- 7.6 Finally and in many ways most importantly the new CCW provides the opportunity to change working practices, to reduce waste and paper resources and increase home working with more efficient systems.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. There are a number of key risks that can be identified under the following headings

Programme

- 8.2. With no flexibility on the lease end date at Mulberry Place the delivery of the new CCW must happen on time. The best mitigation for this would be the use of a suitable and procurement compliant framework to allow an OJEU compliant procurement but in a shorter period of time.
- 8.3. There is sufficient time available to deliver the project but there is no float available in the critical path.
- 8.4. A timely decision is needed to enable the technical team to be appointed and the procurement and design to be started.
- 8.5. In order to mitigate some programme risk and additionally to enable greater certainty in design and therefore cost, it is proposed to let a separate enabling contract in the short term. This contract will soft strip the building of joinery, services, asbestos and redundant fabric and enable effective opening up and investigations. This will allow effective heritage asset assessment, structural investigations and design this contract will also allow the cleaning up of asbestos and weatherproofing the building to prevent degradation of the fabric in the interim period before works commence in earnest. It is estimated that this work will cost in the region of £2-3 million which is cost that will be incurred in any event.

Cost

- 8.6. The construction market is currently very active and there are shortages of both labour and materials. This combined with a pent up cost inflation from a long period of cost stagnation means that the coming years will see significant cost inflation, alongside developers being selective about schemes they will bid for.
- 8.7. The best mitigation is to buy early and fix costs.

- 8.8. Minimising uncertainty for the contracting market will mean less risk pricing. To this end the market has confirmed that the fuller the design the better before going out to tender.
- 8.9. Throughout the course of the project the business continuity plan will be developed reviewed and evolved looking at alternative risk mitigations for programme delays including alternative short term accommodation and working practices.

Interdependencies

- 8.10. The current depot on the Commercial Road site will need to be vacated in order to dispose of this site. The delivery of a CLC service delivery plan is critical to support the development of the depot strategy in order to give certainty over the vacant possession of this site.
- 8.11. Whilst the new CCW project has been progressing and has made a number of informed assumptions about the future look of the Council the Council has yet to even start looking at the business change and structure and size of the Council in the future. The proposed new CCW can accommodate a flexible approach to the future shape and size but this must be firmed up before construction and preferably before the scheme is tendered. Failure to do so would be an opportunity lost to the Council to ensure that the new CCW is a perfect fit for the long term and allow the delivery team to consider future flexibility within the building with regard complementary alternative use and income generation.
- 8.12. An indication therefore of the operational structure of the Council and directorate size would be a minimum requirement and would be needed by summer 2015.
- 8.13. CMT must commence the strategic review and business change of the Council.
- 8.14. The current 5 year asset strategy for the Council is due for updating and refreshing. This is currently proving difficult in the absence of information from some areas on their future needs. Without updating this strategy the Council runs the risk of not maximising its current stock and releasing further assets for disposal.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 There are none specific arising from this report

10. EFFICIENCY STATEMENT

10.1 The review sets out to achieve service and financial efficiencies through the relocation of Town Hall facilities onto a purpose built site

Linked Reports, Appendices and Background Documents

Linked Report

- None.


Appendices

- Appendix 1 – Equality Analysis (to follow)

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

- None.

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CabinetDecision 8 April 2015	 TOWER HAMLETS
Report of: David Galpin Service Head – Legal Services Jamie Blake – Service Head Public Realm Jackie Odunoye – Head of Strategy Regeneration & Sustainability	Classification: Unrestricted
Delegation to the Transport and Environment Committee and Third Variation to the Association of the London Government Transport and Environment Committee Agreement	

Lead Member	Councillor Shahed Ali, Cabinet Member for Clean and Green
Originating Officer(s)	David Galpin Service Head – Legal Services, x4348 Jamie Blake – Service Head Public Realm x6769 Jackie Odunoye – Head of Strategy Regeneration & Sustainability x7522
Wards affected	All
Community Plan Theme	A great place to live
Key Decision?	Yes

Executive Summary

- 1.1 The Protection of Freedoms Act 2012 (“the PFA 2012”) made a number of changes to the law related to parking on private land. It banned vehicle immobilisation and removal without lawful authority. It also provided private landholders with additional powers to pursue the registered keeper of a vehicle for unpaid parking charges, provided that certain conditions are met. One of the requirements is that any ticket should specify the arrangements under which disputes or complaints may be referred to independent adjudication or arbitration.
- 1.2 Following enactment of the PFA 2012, the British Parking Association (BPA) introduced an independent appeals service in respect of parking enforcement on private land. London Councils entered into a contract with the BPA to provide this service in London and the service, known as Parking on Private Land Appeals (POPLA), started operating on 1 October 2012. POPLA is available for cases of parking enforcement on Council-owned land, such as housing estates.
- 1.3 An objection has been raised in respect of the London Councils consolidated accounts by an interested person, claiming that the Transport and

Environment Committee (TEC) of London Councils did not have the legal power to provide the appeals service. To deal with the legal doubt, London Councils have asked all necessary Councils to:

- formally delegate their powers under section 1 of the Localism Act 2011 (the general power of competence) to TEC for the purpose of providing an appeals service for parking on private land for the BPA contract;
- confirm that the services have been and continue to be provided on this basis; and
- vary the TEC governing agreement to this effect

Recommendations:

The Mayor in Cabinet is recommended to:

1. Confirm that the functions delegated to TEC to enter into the arrangement with the British Parking Association were and continue to be delivered pursuant to section 1 of the Localism Act 2011 (“the 2011 Act”);
2. Agree to expressly delegate the exercise of the Council’s general power of competence under section 1 of the 2011 Act to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract; and
3. Agree that the TEC Governing Agreement can be varied to this end and the Memorandum of Participation to vary the TEC Governing Agreement can be entered into.

1. REASONS FOR THE DECISIONS

- 3.1 London Councils was established as a joint committee between the London Borough of Tower Hamlets, the City of London and the 31 other London Boroughs. The 33 Councils have delegated certain powers to the London Councils Leaders' Committee and the TEC. The joint arrangements were established under, inter alia, section 101 of the Local Government Act 1972 and what was then section 20 of the Local Government Act 2000 (now section 9EB Local Government Act 2000).
- 3.2 The TEC has been delegated authority to discharge functions of the London Borough of Tower Hamlets under specified transport and environment legislation. The TEC are able to undertake other functions that are conferred on the 33 London Councils or Transport for London (TfL) under any other legislation that relates to transport, planning and environment matters, subject to consultation with and the written agreement of the 33 London Councils. As a joint committee London Councils (and its committees) can only exercise the powers which the London Councils delegate to it.
- 3.3 The PFA 2012 came into force in 2012 and sections 54 to 56 provided that clamping and towing away vehicles on private land would be banned. In addition to this, Schedule 4 to the PFA allowed for the liability for parking charges to be recovered from the keeper of the vehicle as opposed to the driver of the vehicle. Notices may be issued to this effect, provided that specified conditions are met, including that the notice specify the arrangements by which the notice may be referred by the driver to independent adjudication or arbitration. Prior to the introduction of Schedule 4 there was no way of challenging actions taken in relation to parking on private land other than challenging a private parking charge in the courts or asking Trading Standards to consider whether the claim was fair. This was seen as being daunting for people and people often felt obliged to pay.
- 3.4 Prior to the new legislation coming into effect the Government agreed that an independent appeals service should be established in respect of private parking. This was then provided for in the PFA 2012. The legislation does not specify who is to provide the independent appeals service. The BPA decided to introduce an independent appeals service in London and the TEC agreed that London Councils would provide this appeals service for parking on private land for the BPA under contract.
- 3.5 The POPLA service is fully funded by the BPA and is delivered by London Councils under contract to the BPA on a full cost recovery basis at no cost to the taxpayer. The POPLA service was established on 1 October 2012 to coincide with coming into effect of Schedule 4 of the Protection of Freedoms Act 2012. The Government made the creation of an independent appeals service a pre-condition for the commencement of Schedule 4 which provides for a form of keeper liability.
- 3.6 To take advantage of the keeper liability provisions an operator must be a

member of an approved industry body such as the BPA and must meet certain criteria (Code of Practice) to become a member of the Approved Operator Scheme (AOS). Operators who are not a member of an approved trade association, such as the BPA, may not access the DVLA's database, and, in effect, cannot enforce any parking charge notices they issue against the keeper of a vehicle. Motorists may only appeal to POPLA against a parking charge notice issued by an operator who is a member of the BPA's approved operator scheme.

- 3.7 Members of the BPA account for more than 85% of all parking charge notices issued throughout England and Wales. London Councils have been unable to say how many operators are active within Tower Hamlets and have advised that the number will regularly change as contracts change hands.
- 3.8 The membership of the Approved Operator Scheme ensures that all enforcement companies operate in a fair and transparent manner. A member company will be measured against all the requirements within the Code of Practice to ensure residents and all other parties are confident they are receiving a fair and effective service. Membership will be refused to operators failing to meet the standards required of the Code of Practice, or members may be withdrawn who operate outside of the Code subsequent to warnings over operating practices.
- 3.9 London Councils have advised that the appeals process works in a similar way to the appeals against penalty charge notices issued by the council for parking contraventions. The notice gives details of the appeals procedures, including POPLA, and initial appeals are made to the operator. If the operator rejects the appeal, the motorist may then appeal to POPLA (or may take their appeal directly to court). Appeals are free of charge to the motorist and, while not binding on the motorist, the outcome is binding on the operator. The current appeal rate of more than 30,000 a year, represents about a 1% appeal rate, roughly the same as for on street parking enforcement. POPLA does not maintain statistics on the address of each appellant.
- 3.10 Any person can appeal such a parking charge notice and representations should be made to the operator who issued the parking charge notice. If these are rejected, there are 28 days to appeal against the operator's decision. The independent POPLA Assessor will consider all the evidence presented by the motorist and by the operator. POPLA aim to send out the decision to all parties on the working day following the Assessor's decision.
- 3.11 The POPLA service is available for use by all approved operators enforcing parking on private land in the borough (and those who have received parking charge notices when parking on the associated land within the borough). This includes the council's housing land and the POPLA service used by Tower Hamlets Homes (THH). All ALMO managed land is using the POPLA service, with the exception of a few pockets of private land which is not using this service at present. THH have a contract with NSL to provide ticketing and enforcement services and THH have been using the services since the PFA 2012 came into force. THH and NSL are not currently using the access to the

DVLA however as there is dispute as to the local authority being able to access the DVLA records. THH are, however, using the POPLA system.

- 3.12 The benefit to THH is that those vehicles parked outside of the conditions of parking on their private estates will be issued with a Parking Charge Notice. This will enable residents who have paid for a permit to park to be free to do so in the way that the resident's scheme was intended. THH have a contractor who performs enforcement on the housing estates, with the sole aim to ensure that residents are able to park in the bay they are renting. THH have stated that if land under their management was subject to road traffic regulations, then this would be more expensive and it is a benefit to residents for the land to remain as private land.
- 3.13 The principle benefit to THH and, consequently, the Council, is to ensure that a fair and equitable enforcement service is carried out and that all parties have an opportunity to state their case in relation to a Parking Charge Notice. There is also a consistency of approach, which represents best practice, as to how ticket enforcement is carried out by contractors. Landlords and residents within Tower Hamlets will feel the benefit from an effective and fair enforcement service. This will enable all who are entitled to park within THH managed estates to be able to do so free of vehicles which are not entitled to do so.
- 3.14 As noted above an objection has been raised on the London Councils consolidated accounts by an interested person (residing within London) that the TEC did not have the legal power to provide the POPLA service. London Councils' auditors, PWC, have, for some time, been investigating this and numerous other objections submitted by the same person.
- 3.15 PricewaterhouseCoopers (**PwC**) has informed London Councils of legal advice it has had from the Audit Commission on the Commission's view as to the power of London Councils to provide the POPLA service. In essence, the Audit Commission advice accepts that the London local authorities have the power under section 1 of the 2011 Act to provide the service and that the exercise of these functions could be delegated to the TEC. London Councils has agreed with this conclusion.
- 3.16 The Audit Commission advice, however, questions whether the exercise of those functions has been properly delegated to the TEC. The issue turns on:
- Whether the Committee could be said to have existing delegated authority under the terms of the TEC Governing Agreement;
 - Alternatively, whether it made or confirmed such a delegation by virtue of the decisions it made to provide the service in 2012; or
 - Whether each individual authority should have expressly resolved to delegate the exercise of section 1 of the 2011 Act to the joint committee for the purposes of TEC's delivery of the POPLA service with the TEC Agreement being formally varied accordingly.
- 3.17 PwC has asked for London Councils' view on this advice in advance of

making a formal determination about the objection. London Councils and its legal advisors remain of the view that the service is currently being delivered by TEC on a lawful basis on behalf of all the participating authorities with their consent and proper authority under the existing terms of the TEC Governing Agreement, and confirmed by the Committee resolving to provide the service in 2012 with these matters having been raised with local authorities prior to those decisions being taken in the normal way in respect of the TEC business. However London Councils have accepted, that there is room for argument as to whether individual councils had to state expressly that they agreed that the arrangement with the BPA was pursuant to exercise by TEC of their powers under section 1 of the 2011 Act.

- 3.18 In the circumstances, London Councils have asked all participating London boroughs and the City of London to take the steps outlined in the recommendations above to put beyond doubt, so far as is possible, the work of the TEC in operating POPLA.

2. ALTERNATIVE OPTIONS

- 2.1 If any of the authorities take a decision to make the delegation without the prior confirmation or ratification of the delegation, then the variation could be amended to substitute the words “were and continue” with “will”. There would be no need to alter the substantive provisions of the variation setting out the terms of the delegation to the joint committee, which delegation would legally take effect from the date that all the participating authorities (and TfL) returned their signed Memorandum of Participation for inclusion in the Agreement.
- 2.2 The London Borough of Tower Hamlets could decide not to delegate the requested functions to the London Councils. The implication of this would be that London Councils would be unable to provide the POPLA service and therefore there would be no independent parking on private land appeals service which the residents within our Borough could appeal to in respect of actions taken when parking on private land.

3. DETAILS OF REPORT

- 3.1 The authority of TEC to deliver the POPLA service to satisfy the London Council's auditors needs to be clarified to inform their determination in respect of the objection raised by the interested party. All authorities including the London Borough of Tower Hamlets have been requested to:
1. Confirm that the functions delegated to TEC to enter into the arrangement with the British Parking Association were and continue to be delivered pursuant to Section 1 of the Localism Act 2011
 2. Resolve to expressly delegate the exercise of section 1 of the 2011 Act to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract; and

3. Resolve that the TEC Governing Agreement can be varied to this end and the Memorandum of Participation to vary the TEC Governing Agreement can be entered into.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 TEC have asked all Councils to formally delegate their powers under section 1 of the Localism Act 2011 for the purpose of providing an appeal service for parking on private land (POPLA) as part of the British Parking Association contract. Tower Hamlets Homes, using NSL as a contractor for the delivery of the service, issue Parking Charge Notices on vehicles that breach conditions of parking on private estates. The POPLA service therefore ensures that there is a fair and equitable enforcement service being carried out by THH with parties having recourse to an approved disputes process.
- 4.2 The THH managed land is not subject to the Traffic Management Orders regulations and therefore there is no impact on the Parking Account operated by the Council. The view held by THH is that retaining their parking bays as private land will benefit the residents as the charges can be controlled independently of the TMO.
- 4.3 The interested person has also raised an objection relating to the proposition that the parking bays on private land should be liable for business rates. The Council has sought clarification on this matter from the valuation office. If it is confirmed that the bays are subject to business rates, this will impact on income generated by THH.

5. LEGAL COMMENTS

- 5.1 Section 1(1) of the Localism Act 2011 states that a local authority has power to do anything that an individual generally may do, subject to any statutory restriction to the contrary. This would enable the London Borough of Tower Hamlets to act as an independent appeals service for parking on private land. An independent private parking appeals service could have been set up by an individual and therefore a local authority would also be able to set this up under section 1(1) Localism Act 2011. By delegating this power to London Councils it will confirm that the TEC has the authority to enter into the agreement with the BPA. The legal implications of delegating this power for the future will confirm that the functions of TEC are valid for the future.
- 5.2 Section 101(5) of the Local Government Act 1972 allows two or more authorities to discharge any of their functions jointly, including through a joint committee. Pursuant to the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, in the case of Tower Hamlets who operate a mayor and Cabinet executive, the Mayor has power to make arrangements under section 101(5) of the Local Government Act for the authority to discharge their functions jointly, and therefore it is appropriate for

the Mayor in Cabinet to consider whether Tower Hamlets wishes to do so in this instance.

- 5.3 It should be noted that not only have the Council been asked to officially delegate their powers to the TEC to confirm that they have the authority to enter into the arrangements with the BFA to provide the appeals service going forward, they have also been asked to confirm that the functions were previously delegated to the TEC from when the appeals service was first established. The legal position on retrospectively ratifying the Council's delegation of powers under section 1 of the 2011 Act should be dealt with cautiously.
- 5.4 The case law on ratification focuses on officers taking action on behalf of their authority without being authorised to do so. The case law does make clear that ratification is not available where the function performed by the agent would have been ultra vires the authority, where the authority has no power to delegate the function, nor when a third party's legal rights have been adversely affected by the invalid action. The London Borough of Tower Hamlets has the authority to delegate its powers under section 1 of the 2011 Act and the function being performed by TEC was within the London Borough of Tower Hamlets powers to delegate. The TEC have not advised of any issues with adverse effects on third party rights.
- 5.5 The establishment of the POPLA appeals service is considered to have been in the public interest, and in the interests of residents of this borough. It is also noted that the Government took steps to ensure that this organisation was established prior to Schedule 4 PFA coming into effect.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Council must have regard to the public sector equality duty as contained in the Equality Act 2010. The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment, victimisation and any other prohibited conduct, advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 6.2 An Equalities checklist has been completed to assess any equality implications of the decision. Whilst no specific monitoring information in respect of the relevant protected characteristics has been provided by London Councils because the service is open to all, it is not considered that there will be any negative equalities implications or that there will be a disproportionate impact on any person or groups who share a relevant protected characteristic.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The proposals do not effect or contribute to sustainable action for a greener environment.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The purpose of the variation and the delegation of powers are to minimise the risk of challenge by an interested member of the public and remove doubt as to the delegation of the authority.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The proposals do not effect or contribute to crime and disorder reduction implications.

10. EFFICIENCY STATEMENT

- 10.1 The delegation of functions under section 1 Localism Act 2011 will allow for the current POPLA parking service to continue to provide an independent appeals service for motorists parking on private land to appeal parking charges that residents in the Borough of Tower Hamlets can use if needed.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

Appendix 1 - Memorandum of participation

Appendix 2 - Draft Third further variation of ALGTEC agreement.

Appendix 3 - The ALGTEC agreement

Appendix 4 - The London Councils' TEC Executive Sub Committee Report dated 11 September 2014

Appendix 5 – Equalities checklist

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

- None

Officer contact details for documents:

- Rachel Collins, Legal Services, Level 6 Mulberry Place, Ext: 1198

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MEMORANDUM OF PARTICIPATION

**IN THE THIRD FURTHER VARIATION OF THE ASSOCIATION OF LONDON
GOVERNMENT TRANSPORT AND ENVIRONMENT COMMITTEE AGREEMENT**

This Memorandum of Participation is executed on behalf of [*INSERT FULL NAME
OF AUTHORITY*] for the purposes of Clause 1.1 of the Agreement intending it to be
incorporated into the Agreement in accordance with Clause 1.1.

Signed:

Name/s and

Status of signatory/ies:

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APPENDIX A

DATED

2014

LONDON COUNCILS TRANSPORT AND ENVIRONMENT COMMITTEE*

(*ALL REFERENCES IN THIS AGREEMENT TO ALGTEC ARE TO BE CONSTRUED AS REFERRING
TO LONDON COUNCILS TEC)

THIRD FURTHER VARIATION OF ALGTEC AGREEMENT ("the Fifth ALGTEC Agreement")

Ref: TL0016/005 (AP)

THIS AGREEMENT is made this

2014.

BETWEEN the London local authorities listed in Schedule 1 hereto ("the Participating Councils") and Transport for London of 14th Floor, Windsor House, 42-50 Victoria Street, London SW1H 0TL (together referred to as "the Parties")

RECITALS

- A. By an agreement dated 13 December 2001 ("the First ALGTEC Agreement") the Parties arranged for certain functions to be discharged by a joint committee established under specific and all other enabling powers known as the Association of London Government Transport and Environment Committee ("ALGTEC").
- B. The First ALGTEC Agreement was varied by an agreement dated 1 May 2003 ("the Second ALGTEC Agreement").
- C. The First ALGTEC Agreement was further varied by an agreement dated 30 November 2006 ("the Third ALGTEC Agreement").
- D. In December 2006 ALGTEC changed its name to the London Councils Transport and Environment Committee ("the Committee").
- E. The First ALGTEC Agreement was further varied by an agreement dated 8 June 2009 ("the Fourth ALGTEC Agreement") which *inter alia* included a new Part 3(D) in Schedule 2 of the First ALGTEC Agreement for the delegation to the Committee of the exercise of any statutory functions conferred on the Parties relating to transport, environment and planning matters subject to consultation and the written agreement of the Parties.
- F. On the 18 February 2012 section 1 of the Localism Act 2011 came into effect which provides local authorities with the power to do anything that individuals generally may do, and is known as "the general power of competence".
- G. Section 56 and Schedule 4 of the Protection of Freedoms Act 2012 impose certain conditions concerning the recovery of unpaid parking charges on private land. As a consequence of those provisions those receiving and disputing a parking ticket on private land must be offered free access to an independent appeals service. On the 15 March 2012 the Committee resolved to tender for the provision of an independent appeals service to the British Parking Association ("the BPA"). The 2012 Act was enacted on the 1 May 2012 and it came into force on the 1 October 2012.
- H. On the 14 June 2012 the Committee resolved to contract with the BPA for the provision of the independent appeals service for parking on private land in England and Wales on a full cost recovery basis.
- I. On 17 July 2014 the Committee resolved to recommend to the Participating Councils that they delegate to the Committee, under Part 3(D) of Schedule 2 of the First ALGTEC Agreement, the exercise of further functions under section 6 of the Road Traffic Regulation Act 1984 and all other enabling powers, to enable the Committee to make any necessary traffic orders for the purposes of implementing and enforcing on the Participating Councils' roads a scheme to enhance road safety by requiring the fitting of safety mirrors and

side guards to all Heavy Goods Vehicles over 3.5 tonnes in London ("the London Safer Lorry Scheme"). At [INSERT DATE] all the Participating Councils had made the delegation in the same form, and this variation to the First ALGTEC Agreement had also been agreed by Transport for London, as required under Clause 15.1 of the First ALGTEC Agreement.

- J. The Participating Councils now wish (for the avoidance of doubt) to confirm that the exercise of functions delegated to the Committee to enter into the arrangements for the delivery of the independent parking appeals service on private land were and continue to be delivered pursuant to section 1 of the Localism Act 2011. The purpose of this agreement ("the Fifth ALGTEC Agreement") is, therefore, to vary further the First ALGTEC Agreement.

IT IS HEREBY AGREED AS FOLLOWS:

1. EXECUTION AND COMMENCEMENT

- 1.1 This Agreement is executed by each Party signing the annexed Memorandum of Participation on behalf of that Party and such Memorandum shall be evidence of execution by that Party when Memoranda signed by all Parties are incorporated into this Agreement.
- 1.2 This Agreement shall commence on the date of execution by the last of the Parties to execute it. ("the Fifth ALGTEC Agreement")

2. DELEGATION OF FUNCTIONS

- 2.1 For the avoidance of doubt, and to confirm that the general power of competence under section 1 of the Localism Act 2011 was, and continues to be, delegated to the Committee for the purposes of providing a private parking appeals service in accordance with section 56 and Schedule 4 of the Protection of Freedoms Act 2012, the First ALGTEC Agreement is hereby varied as follows –

- 2.1.1 After clause 4.1(C) of the First ALGTEC Agreement insert:

4.1(D) The Schedule 1 Part 1 Participating Councils have delegated to ALGTEC the functions set out in Part 3(E) of Schedule 2 of this Agreement. The Participating Councils may revoke this delegation in accordance with clause 13.2, that is with the unanimous consent of all the Participating Councils or otherwise in accordance with clause 13.2.3.

- 2.1.2 After clause 13.4 of the First ALGTEC Agreement insert:

13.5 Part 3(E) of Schedule 2 of this Agreement may be terminated by ALGTEC by a resolution of ALGTEC passed in accordance with the joint committee's normal procedures.

- 2.1.3 Paragraph 1 of Part 4 of Schedule 2 of the First ALGTEC Agreement shall be varied by replacing the words "Parts 1-3(D)" with::

"Parts 1-3(E)"

2.1.4 After Part 3(D) of Schedule 2 of the First ALGTEC Agreement insert:

PART 3(E) FUNCTIONS – PARKING ON PRIVATE LAND APPEALS SERVICE

1. *The general power of competence under section 1 of the Localism Act 2011 for the purpose of providing, on a full cost recovery basis, an independent appeals service for disputes arising in respect of parking on private land (with reference to section 56 and Schedule 4 of the Protection of Freedoms Act 2012).*

SCHEDULE 1

THE PARTICIPATING COUNCILS

The London Borough of Barking and Dagenham
The London Borough of Barnet
The London Borough of Bexley
The London Borough of Brent
The London Borough of Bromley
The London Borough of Camden
The London Borough of Croydon
The London Borough of Ealing
The London Borough of Enfield
The London Borough of Greenwich
The London Borough of Hackney
The London Borough of Hammersmith and Fulham
The London Borough of Haringey
The London Borough of Harrow
The London Borough of Havering
The London Borough of Hillingdon
The London Borough of Hounslow
The London Borough of Islington
The Royal Borough of Kensington and Chelsea
The Royal Borough of Kingston-upon-Thames
The London Borough of Lambeth
The London Borough of Lewisham
The London Borough of Merton
The London Borough of Newham
The London Borough of Redbridge
The London Borough of Richmond upon Thames
The London Borough of Southwark
The London Borough of Sutton
The London Borough of Tower Hamlets
The London Borough of Waltham Forest
The London Borough of Wandsworth
The City of Westminster
The Mayor and Commonalty and Citizens of the City of London

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DATED 13 DECEMBER, 2001

**ASSOCIATION OF LONDON GOVERNMENT
TRANSPORT AND ENVIRONMENT COMMITTEE: AGREEMENT***

[*KNOWN AS LONDON COUNCILS TRANSPORT AND ENVIRONMENT
COMMITTEE FROM DECEMBER 2006 – ALL REFERENCES IN THIS
AGREEMENT TO ALGTEC ARE TO BE CONSTRUED AS REFERRING TO
LONDON COUNCILS TEC]¹

Ref: TL0100/003/LJ

¹ Note that appears in the Further Variation dated 30 November 2006 and the Second Further Variation dated 8 June 2009

THIS AGREEMENT is made this 13th. day of December, 2001

BETWEEN THE Councils listed in Schedule 1 hereto and Transport for London of 14th. Floor, Windsor House, 42-50 Victoria Street, London SW1H 0TL in pursuance of arrangements made under sections 73 and 74 Road Traffic Act 1991 (as amended by section 283 Greater London Authority Act 1999), sections 101(5) and 101(5B) and 102 Local Government Act 1972, section 20 Local Government Act 2000, the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2000, the Local Authorities (Goods and Services) Act 1970 and all other enabling powers

1. RECITALS

- 1.1 By the Transport Committee for London Agreement dated 15 January, 1998, as amended by the Association of London Government Agreement dated 1 April, 2000, the Councils named in Schedule 1, in the interests of achieving greater efficiency and economy in the use of their resources, delegated the functions previously carried out by joint committees established under Sections 101 and 102 Local Government Act 1972 (as amended) and known as the London Lorry Ban and the London Committee on Accessible Transport ("LCAT") respectively to the joint committee established pursuant to Section 73 Road Traffic Act 1991 known as the Parking Committee for London and changed the name of the Parking Committee for London to the Transport Committee for London to reflect its wider remit
- 1.2 On 30th August, 2000, Transport for London became a member of the

Transport Committee for London in accordance with section 283 Greater London Authority Act 1999 for the purposes of the functions set out in Parts 1 and 2 of Schedule 2

- 1.3 On 20th June, 2000, the name of Transport Committee for London was changed to the Association of London Government Transport and Environment Committee ("ALGTEC")
- 1.4 The Councils referred to in Clause 1.1 above are herein collectively named "the Participating Councils"
- 1.5 The functions discharged by ALGTEC are set out in Schedule 2
- 1.6 The functions of some of the Participating Councils set out in Schedule 2 are the responsibility of the executive of those Councils under executive arrangements adopted for the purposes of section 10 Local Government Act 2000 while the functions of other Councils remain the responsibility of the Councils themselves
- 1.7 It is expedient that any Participating Council which should adopt executive arrangements after the date of this Agreement should be able through arrangements made by their mayors, executives, members of executives, committees of executives, executive leaders or council managers (as appropriate) to continue as or to become parties to this Agreement

IT IS HEREBY AGREED AS FOLLOWS

2. COMMENCEMENT AND DURATION

2.1 This Agreement shall commence on 13th. December, 2001 ("the Commencement Date") and shall replace the Agreement referred to in Recital 1.1, above, and shall continue until terminated in accordance with the provisions of Clause 13 below

3. DEFINITIONS AND INTERPRETATION

3.1 "ALG" means the Association of London Government, the joint committee of all the Participating Councils established in accordance with the Association of London Government Agreement referred to in Recital 1.1 above

3.2 "the ALG Agreement" means the agreement of even date herewith made by all the Participating Councils

3.3 "the Finance Officer" means the Finance Officer appointed in accordance with Clause 8.3

3.4 "the Previous Agreement" means the Transport Committee for London Agreement referred to in Recital 1.1 above

[3.4(A) "the Schedule 1 Part 2 Participating Councils" means those Councils listed in Schedule 1 Part 2 hereto]²

3.5 The Schedules annexed hereto are intended to form part of this Agreement

² Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

3.6 Words importing the singular shall include the plural and vice versa
Words importing any gender shall include both genders and words
importing persons shall include bodies corporate, unincorporated
associations and partnerships

3.7 Clause headings are inserted for reference only and shall not affect the
interpretation or construction of this Agreement

4. FUNCTIONS OF ALGTEC

4.1 As from the Commencement Date the Participating Councils and (Insofar
as relevant) Transport for London have delegated the functions set out in
Schedule 2 to ALGTEC

[4.1(A) As from the Second ALGTEC Agreement Commencement Date the
Schedule 1 Part 2 Participating Councils have delegated the functions set
out in Schedule 2 Part 3(A) to ALGTEC. Any of the Participating Councils
listed in Schedule 1 Part 1 may elect at any time to delegate the functions
set out in Schedule 2 Part 3(A) to ALGTEC. Such delegation is hereby
deemed a minor variation for the purposes of Clause 15.1 and this
Agreement shall thereafter be construed as if each of those Participating
Councils were listed In Schedule 1 Part 2. Any of the Schedule 1 Part 2
Participating Councils may at any time revoke the delegation of the
functions set out In Schedule 2 Part 3(A) to ALGTEC. Such revocation is
hereby deemed a minor variation for the purposes of Clause 15.1 and this
Agreement shall thereafter be construed as if that Schedule 1 Part 2

Participating Council's name were removed from Schedule 1 Part 2]³

[4.1(B) As from 30th November 2006 the Schedule 1 Part 1 Participating Councils have delegated to ALGTEC the functions set out in Part 3(B) of Schedule 2 of this Agreement. Any of the Schedule 1 Part 1 Participating Councils may at any time revoke the delegation of the functions set out in Part 3(B) of Schedule 2 in accordance with Clause 13.2]⁴

[4.1(C) As from 8th June 2009 the Schedule 1 Part 1 Participating Councils have delegated to the Committee the functions set out in Part 3(C) and Part 3(D) of Schedule 2 to this Agreement. Any of the Schedule 1 Part 1 Participating Councils may at any time revoke the delegation of the functions set out in Part 3(C) and Part 3(D) of Schedule 2 In accordance with Clause 13.2]⁵

4.2 In September of each year ALGTEC shall submit a policy statement in respect of the discharge of its functions in the following financial year to the ALG for consultation regarding the contents of the policy statement, such consultation to take place before the end of that calendar year

5. MEMBERSHIP AND CONSTITUTION OF ALGTEC

5.1 Each Participating Council and Transport for London shall appoint a representative to ALGTEC in accordance with law and its own constitutional arrangements

³ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

⁴ Substituted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

⁵ Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

- 5.2 Each Participating Council and Transport for London shall as soon as practicable after becoming party to this Agreement notify the Director of ALGTEC of the Identity of its representative and the identity of any substitute representative
- 5.3 Each Participating Council and Transport for London shall be entitled by notice in writing in accordance with Clause 5.4 below to remove such representative from ALGTEC at any time or until he ceases to be entitled to be a representative of that Participating Council or Transport for London under the constitutional arrangements applicable to the appointing Participating Council or Transport for London and by like notice to appoint to ALGTEC any other representative from that Participating Council or Transport for London in place of the representative so removed
- 5.4 A notice of appointment or removal shall be signed by a duly authorised officer of the Participating Council or Transport for London as the case may be and shall take effect upon delivery thereof to the Director of ALGTEC
- 5.5 Every representative appointed pursuant to Clause 5.1 shall hold office until he is either removed from office or dies or resigns or until he ceases to be entitled to be a representative of the Participating Council or Transport for London under the constitutional arrangements applicable to that Participating Council or Transport for London

6. MEETINGS AND PROCEEDINGS OF ALGTEC

6.1 ALGTEC shall hold at least 2 meetings each year one of which shall be an Annual General Meeting

6.2 Subject to Clause 6.1 above, meetings of ALGTEC shall be called in accordance with the Standing Orders set out in Schedule 6 of the ALG Agreement and the procedure to be adopted at such meetings shall be determined in accordance with those Standing Orders

6.3 No representative appointed by [a Participating Council or]⁶ Transport for London shall be entitled to speak or vote or receive papers relating to any question arising in respect of a function to which [that Participating Council or]⁷ Transport for London does not subscribe and shall not be counted as part of the quorum for the meeting or part thereof wherein such question is considered

7. LEAD AUTHORITY FUNCTIONS

7.1 ALGTEC may by agreement with the Participating Council and/or the ALG appoint one or more of the Participating Councils and/or the ALG to act as its agent in discharging all or any of the functions which are set out in Schedule 3

7.2 In the event that any Participating Council or the ALG withdraws its consent to discharge a Lead Authority function it shall give (unless otherwise agreed) not less than six calendar months' written notice (to

⁶ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

expire on 31st March) of its intention to do so to

- 7.3 ALGTEC may terminate the appointment of a Participating Council or the ALG in respect of any Lead Authority function following a majority vote of the members of ALGTEC
- 7.4 Subject to Clause 7.5 below, any termination pursuant to Clause 7.3 may be made by ALGTEC giving (unless otherwise agreed) not less than six calendar months' notice in writing to the Participating Council or ALG of its intention to terminate the appointment and may be given at any time.
- 7.5 Notwithstanding Clause 7.4, if the Participating Council or ALG is in material breach of any of its obligations in respect of a Lead Authority function (whether the obligations are contained in this Agreement or in any Service Level Agreement for the time being between ALGTEC and the Participating Council or ALG) any such termination pursuant to Clause 7.3 may be made at any time thereafter by ALGTEC giving not less than one calendar month's notice in writing to the Participating Council or ALG of its intention to terminate the appointment
- 7.6 Notwithstanding Clause 7.2 above if ALGTEC is in material breach of any of its obligations to the Participating Council or ALG (whether the obligations are contained in this Agreement or in any Service Level Agreement between ALGTEC and the Participating Council or ALG) the Participating Council or ALG may withdraw its consent to act in respect of a Lead Authority function by giving not less than three calendar months'

⁷ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

notice in writing to ALGTEC of its intention to withdraw its consent

7.7 ALGTEC shall reimburse each Participating Council and/or ALG appointed under this Clause 7 all costs and charges including VAT correctly levied in the provision of all services provided by that Participating Council and/or ALG hereunder (or arising/outstanding under the Previous Agreement) within 30 days of receipt of invoices submitted by it to ALGTEC

7.9 The consideration payable by ALGTEC to each Participating Council and/or ALG appointed or acting under this Clause 7 shall be subject to audit by ALGTEC and the Participating Council(s) and/or ALG shall upon request make available all accounts records and other documents reasonably required for such purpose

7.10 Upon the termination of any appointment of a Participating Council or ALG under this Clause 7 howsoever occasioned, the Participating Council or ALG shall be entitled to claim from ALGTEC any outstanding costs reasonably incurred in the performance of its duties in respect of a Lead Authority function

PROVIDED THAT if ALGTEC appoints ALG to discharge the functions set out in paragraph 2 and/or 3 of Schedule 3, references to ALG shall be construed as meaning all the Participating Councils acting by ALG

8. OBLIGATIONS OF ALGTEC

8.1 ALGTEC shall carry out the functions contained in Schedule 2 and in so doing shall act in the collective interests of the Participating Councils and

(Insofar as relevant) Transport for London

- 8.2 ALGTEC shall comply with the Standing Orders set out in Schedule 6 of the ALG Agreement, the Financial Regulations contained in Schedule 7 of the ALG Agreement and the financial arrangements contained in Clauses 11 and 12
- 8.3 ALGTEC shall procure the appointment of a Finance Officer to be responsible for the proper administration of the financial affairs of ALGTEC
- 8.4 ALGTEC shall procure the appointment of an auditor approved by the Audit Commission to complete an audit of the annual accounts of ALGTEC at the end of each financial year. Copies of audited accounts shall be sent to each of the Participating Councils and the relevant extracts of the audited accounts shall be sent to Transport for London

9. OBLIGATIONS OF PARTICIPATING COUNCILS AND TRANSPORT FOR LONDON

9.1 Each Participating Council and Transport for London shall:

9.1.1 contribute to the costs and expenses of ALGTEC in accordance with the provisions of Clause 12 and Schedule 4

9.1.2 provide ALGTEC with such information as is required by ALGTEC to carry out the functions set out in Schedule 2 and to recover costs in accordance with Schedule 4

9.1.3 act jointly in relation to those functions of ALGTEC set out

in Schedule 2

9.1.4 share any information, including (in so far as they may in accordance with the Data Protection Act 1998) 'personal data', as defined under the Data Protection Act 1998, in order to comply with their obligations under this Agreement)⁸

10. ASSETS AND LIABILITIES

10.1 The assets and liabilities which vested in ALGTEC prior to the Commencement Date shall continue to so vest following the Commencement Date

11. FINANCIAL ARRANGEMENTS

11.1 In October of each year ALGTEC shall cause draft budgets for the following financial year to be sent in respect of the operation of each of the functions contained in Schedule 2 for comment by the Participating Councils and ALG and shall send a draft budget for the following financial year in respect of the operation of the functions contained in Parts 1 and 2 of Schedule 2 to Transport for London. The budget for each function shall be finalised and approved by ALGTEC in December of each year or such other date as shall be agreed by ALGTEC. The annual budget (including any contingency sum) in respect of any function shall not be exceeded without the prior approval of ALGTEC

⁸ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

- 11.2 ALGTEC shall cause proper accounts to be kept and shall make all accounts records and other documents available for inspection by any Participating Council on request and shall make all accounts records and other documents relevant to the Schedule 2 Parts 1 and 2 functions available for inspection by Transport for London on request
- 11.3 Whenever any sum of money is recoverable from or payable by a Participating Council and/or Transport for London it may be deducted from any sum then due to that Participating Council and/or Transport for London and vice versa
- 11.4 ALGTEC shall cause a separate balance sheet to be maintained for all payments received from the Participating Councils and Transport for London in respect of each of the functions set out in Schedule 2 such payments to be held as nominee for the Participating Council or Transport for London as the case may be

12. COSTS AND EXPENSES

- 12.1 The costs and expenses of ALGTEC shall be reimbursed by the Participating Councils and Transport for London in accordance with the provisions of Schedule 4. This shall be subject to review by ALGTEC. For the avoidance of doubt the consent of all Councils and Transport for London participating in each of the functions set out in Part 2 of Schedule 2 shall be required to change the basis on which costs are apportioned in respect of that function
- 12.2 In the event ALGTEC cannot reach agreement at a meeting of ALGTEC

on the proportions in which the costs and expenses of ALGTEC are to be defrayed by the Participating Councils and Transport for London the matter shall be referred to an arbitrator nominated by the Chartered Institute of Arbitrators and the decision of the arbitrator shall be binding on ALGTEC. The costs of any arbitration hereunder shall be met by the Participating Councils and Transport for London in equal shares.

12.3 ALGTEC shall cause to be notified each of the Participating Councils and Transport for London by not later than 31st January in each year of the amount due from that Participating Council and Transport for London under Clause 12.1 other than in relation to the Concessionary Fares Scheme (as described in Schedule 2 Part 3) such notification to include a breakdown of the sums payable in respect of each of the heads set out in Schedule 4 (other than the Concessionary Fares Scheme) and the date on which payment is due. In addition, in relation to the Concessionary Fares Scheme, ALGTEC shall cause to be notified to each of the Participating Councils by not later than 31 January in each year of the amount due from that Participating Council in relation to the share to be borne by it of the cost of the Current Concessions (as defined in Schedule 2 Part 3) in the ensuing fiscal year and as to the date(s) on which payment by that Participating Council is due to the Transport Operators (as defined in Schedule 2 Part 3) by direct payment by that Participating Council to Transport for London and to ALGTEC for payments to the Association of Train Operating Companies or its successors.

12.4 Interest shall accrue at the rate of 2 per cent above the base rate for the

time being of National Westminster Bank Plc on all amounts due to ALGTEC Transport for London or the Transport Operators (as defined in Clause 12.3) pursuant to Clause 12.3 from the due date of payment until the date of payment in full inclusive

- 12.5 In the event of any disagreement as to the amount of costs and expenses to be borne by Transport for London and/or any Participating Council Transport for London and/or the Participating Council(s) in dispute shall not later than 14th February or a date agreed with the Finance Officer following the date of notification under Clause 12.3 notify the Finance Officer of the nature of the dispute and shall provide full supporting reasoning and documentation as appropriate to the Finance Officer. The Finance Officer and Transport for London and/or the Participating Council(s) shall thereafter use all reasonable endeavours to resolve the dispute. In the event that the dispute remains unresolved on 14th March or a date to be decided by the Finance Officer following the date of notification under Clause 12.3 the matter shall be referred by ALGTEC to an Independent Chartered Accountant of not less than ten years' standing. Any such Independent Chartered Accountant shall be deemed to act as an expert and not as an arbitrator and his determination shall in the absence of manifest error be binding on ALGTEC and Transport for London and/or the Participating Council(s). In the event that the dispute is resolved at first instance by the Finance Officer or by the Chartered Accountant in favour of Transport for London and/or the Participating Council(s) interest shall not be payable on any outstanding sums in the

event that the dispute is resolved in favour of ALGTEC by the Chartered Accountant interest shall accrue on all outstanding payments in accordance with Clause 12.4 Costs of arbitration hereunder shall be met by the unsuccessful party

13. TERMINATION AND BREACH

13.1 The termination of this Agreement or any part thereof however caused and the serving of notice to terminate shall be without prejudice to any obligations or rights of any of the parties which have accrued prior to such termination and shall not affect any provision of this Agreement which is expressly or by implication provided to come into effect on or to continue in effect after such termination

13.2 Without prejudice to any other rights or remedies this Agreement or any part thereof shall terminate on the earlier of:-

13.2.1 unanimous agreement of all the Participating Councils and Transport for London in respect of the functions set out in Part 2 of Schedule 2

13.2.2 unanimous agreement of all the Participating Councils in respect of the functions set out in Part 3 of Schedule 2

13.2.3 where by reason of any change in law or other reason not attributable to the fault of the Participating Councils and/or Transport for London they shall be prohibited from giving effect to their obligations hereunder

13.3 This Agreement may be terminated in relation to any Participating Council by ALGTEC by written notice effective on receipt on the occurrence of any of the following events:-

13.3.1 that Participating Council materially breaches any of the provisions of this Agreement and In the case of a breach capable of remedy fails to remedy the same within 28 days of being notified of the breach by ALGTEC and being required to remedy the same; or

13.3.2 where by reason of any change in law or other reason not attributable to the fault of the Participating Council or Transport for London that Council or Transport for London shall be unable to give effect to its obligations hereunder

PROVIDED THAT termination under Clause 13.3.1 cannot take place in respect of the Schedule 2 Part 1 functions

13.4 This Agreement may be terminated by any Participating Council in respect of:

13.4.1 the London Taxicard Scheme as set out In Part 3 of Schedule 2 for which the period of notice shall be six months to expire on 31st March;

13.4.2 the Schedule 2 Part 2 functions (the London Lorry Ban) by the Participating Council giving one year's notice to expire

on 31st. March⁹

14. GENERAL

14.1 Notices

All notices which are required to be given hereunder shall be in writing Any such notice may be delivered personally or by first class prepaid letter or facsimile transmission and shall be deemed to have been served if by personal delivery when delivered if by first class post 48 hours after posting and if by facsimile transmission on successful transmission Any notice sent by facsimile transmission shall be confirmed by letter delivered personally or by first class pre-paid post by the close of business on the next following business day (in which case, the effective notice shall be deemed to be that sent by facsimile transmission)

14.2 Continuing Agreement

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

14.3 Good Faith

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

⁹ Barnet, Havering, Hillingdon and Redbridge have terminated under this clause 13.4.2

14.4 Further Assurance

Each of the parties shall (and shall insofar as it is able use its reasonable endeavours to procure that any necessary third party with whom such party has entered into any contractual or other arrangement for the purposes of this Agreement shall) do execute and perform all such further deeds documents assurances acts and things as any other party may reasonably require by notice in writing to the first party to carry the provisions of this Agreement into full force and effect

14.5 Waiver

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 The rights and remedies provided in this Agreement are cumulative and not exclusive of any rights or remedies otherwise provided by law

14.6 Severability

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

[14.7 The Data Protection Act 1998 ('the DPA')

14.7.1 The ALG is the data controller in respect of the processing

of all personal data, required for:

- i. the performance by ALGTEC of its obligations set out in this Agreement, and
- ii. the performance by the ALG of its obligations set out in Schedule 3 when acting as Lead Authority for ALGTEC

14.7.2 Each of the parties shall take all necessary steps to ensure that they comply with the provisions of the DPA when processing any personal data held by them as a result of the performance of their obligations under this Agreement

14.7.3 The meaning of 'data controller', 'processing' and 'personal data' in this Clause shall be as defined in the DPA¹⁰

15. ENTIRE AGREEMENT

15.1 This Agreement, the ALG Agreement and any service level agreements between ALGTEC and any Participating Council(s) discharging any Lead Authority functions constitute the entire agreement between the parties with respect to the matters dealt with herein and supersedes any previous agreement between the parties in relation to such matters. No variation of this Agreement other than variations which ALGTEC reasonably considers to be minor shall be valid or effective unless made by one or more instruments in writing signed by all the parties. For the purposes of this clause minor variations shall not involve any additional financial

contributions other than those specifically provided for herein and each Participating Council and Transport for London shall be given 28 days' notice of the variation which shall only come into effect if no objection is received from any Participating Council and/or Transport for London during the notice period

16. EXECUTION

16.1 This Agreement is executed by each party signing 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

¹⁰ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

SCHEDULE 1

PART 1

THE PARTICIPATING COUNCILS

Council

The London Borough of Barking
and Dagenham

The London Borough of Barnet

The London Borough of Bexley

The London Borough of Brent

The London Borough of Bromley

The London Borough of Camden

The London Borough of Croydon

The London Borough of Ealing

The London Borough of Enfield

The London Borough of Greenwich

The London Borough of Hackney

The London Borough of Hammersmith and Fulham

The London Borough of Haringey

The London Borough of Harrow

The London Borough of Havering

The London Borough of Hillingdon

The London Borough of Hounslow

The London Borough of Islington

The Royal Borough of Kensington & Chelsea

The Royal Borough of Kingston-upon-Thames

The London Borough of Lambeth

The London Borough of Lewisham

The London Borough of Merton

The London Borough of Newham

The London Borough of Redbridge

The London Borough of Richmond upon Thames

The London Borough of Southwark

The London Borough of Sutton

The London Borough of Tower Hamlets

The London Borough of Waltham Forest

The London Borough of Wandsworth

The City of Westminster

**The Mayor and Commonalty and
Citizens of the City of London**

[PART 2

THE SCHEDULE 1 PART 2 PARTICIPATING COUNCILS

The London Borough of Barking and Dagenham

The London Borough of Barnet

The London Borough of Brent

The London Borough of Camden

The London Borough of Croydon

The London Borough of Ealing

The London Borough of Enfield

The London Borough of Greenwich

The London Borough of Hackney

The London Borough of Hammersmith and Fulham

The London Borough of Haringey

The London Borough of Harrow

The London Borough of Hillingdon

The London Borough of Hounslow

The London Borough of Islington

The Royal Borough of Kensington and Chelsea

The London Borough of Lambeth

The London Borough of Lewisham

The London Borough of Merton

The London Borough of Newham

The London Borough of Richmond upon Thames

The London Borough of Southwark

The London Borough of Sutton

The London Borough of Tower Hamlets

The London Borough of Waltham Forest

The London Borough of Wandsworth

The City of Westminster

The Mayor and Commonality and Citizens of the City of London]¹¹

¹¹ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

SCHEDULE 2

PART 1 FUNCTIONS: IN RESPECT OF ARRANGEMENTS PURSUANT TO SECTION 73 and 74 ROAD TRAFFIC ACT 1991 (as amended)¹²

1. STATUTORY

- (a) Appoint parking adjudicators for the purposes of the Road Traffic Act 1991 subject to the Lord Chancellor's consent
- (b) Provide accommodation and administrative staff for the parking adjudicators
- (c) Determine the penalty charge levels and fees for de-clamping vehicle recovery storage and disposal subject to the approval of the Secretary of State
- (d) Determine the rate of discount for early payment of penalty charge notices
- (e) Determine the form for aggrieved motorists to make representations to Local Authorities under Section 71 of the Act
- (f) Determine the places at which parking adjudicators are to sit
- (g) Make and publish an annual report in writing to the Secretary of State on the discharge by the parking adjudicators of their functions

¹² Although sections 73 & 74 of the Road Traffic Act 1991 have now been repealed, these arrangements continue in force until such time as they are varied or replaced by virtue of regulations 15(2) & 24(3) of the Civil Enforcement of Parking Contraventions (England) General Regulations 2007

2. **NON-STATUTORY**

Any functions (subject to Section 111 of the Local Government Act 1972) which ALGTEC agrees are appropriate for its implementation Without prejudice to the generality of the foregoing such functions may include but not be limited to the following:-

- (a) The publication and updating as necessary of the Code of Practice for Parking in London
- (b) The co-ordination and maintenance of vehicle removal and clamping operations
- (c) The establishment and maintenance of a communications and control service to deal with vehicle removals
- (d) The establishment and maintenance of a communications and control service to deal with wheel clamping
- (e) The establishment of links with the Metropolitan and City Police the County Courts and the DVLA
- (f) The co-ordination of -
 - (i) payment facilities
 - (ii) pound facilities
- (g) The maintenance of records detailing persistent evaders and ringed vehicles
- (h) Ticket Processing
- (i) General data collection and service monitoring
- (j) The co-ordination of publicity and public relations activities
- (k) the establishment of common training standards in connection with parking standards the accreditation of training centres and award of qualifications
- (l) the establishment of London-wide parking schemes

Any changes to the agreed non-statutory functions shall be approved and evidenced in writing by ALGTEC

In the event of ALGTEC electing to provide any of the non-statutory functions detailed above any Participating Council and/or Transport for London may (without obligation to do so) avail itself of the services provided at the costs set out in Schedule 4

PART 2 FUNCTIONS: IN RESPECT OF THE IMPLEMENTATION AND ENFORCEMENT OF THE GREATER LONDON (RESTRICTION OF GOODS VEHICLES) TRAFFIC ORDER 1985

("THE LONDON LORRY BAN")

To provide for the implementation and enforcement of the Greater London (Restriction of Goods Vehicles) Traffic Order 1985 (the Principal Order) including, but not limited to, the monitoring of the effectiveness of the said implementation and enforcement, the examination of vehicles, the issue of permits including the consideration of appeals arising from the refusal or conditioning of permits, the erection of adequate signs, liaison with the police, the prosecution of offences arising under the Principal Order and any amendment thereto approved from time to time, the updating of technical information on new vehicle designs, the taking of all necessary steps to promote and make amending supplementary and other variation orders affecting the Principal Order and the determination and implementation of policy and the giving of advice.

PART 3 : IN RESPECT OF TRAVEL CONCESSION ARRANGEMENTS UNDER SECTION 244 GREATER LONDON AUTHORITY ACT 1999

1. DEFINITIONS

In this Part 3 of this Schedule 2:

- 1.1 "Concession" means the reduction or waiver of a fare or charge (either absolutely or subject to terms limitations or conditions) granted pursuant to Section 240 of the Greater London Authority Act 1999 or any successor legislation;
- 1.2 "Current Concessions" means the Concessions applicable to the London Concessionary Fares Scheme for each fiscal year as such Concessions are described in current Contracts in force with the Transport Operators (or their agents) or such other Concessions as may be unanimously agreed by the Participating Councils and the Transport Operators;
- 1.3 "Limited Concessions" means Current Concessions where a reduced fare is charged on certain limited stop or express bus services such reduced fare to be determined by ALGTEC.
- 1.4 "External Auditor" means the District Auditor or such firm of Chartered Accountants as the Audit Commission may from time to time determine;
- 1.5 "Functions" means powers and duties and includes the power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of those functions;

- 1.6 "Hours of Availability" means the times during the day and during the week in which the Transport Operators agree to apply the Concessions;
- 1.7 "the London Taxicard Scheme" means the scheme established to provide a taxi service for disabled Londoners who find it difficult or impossible to use bus, underground or railway services to travel around London or in the vicinity of London;
- 1.8 "the London Taxicard Scheme Participating Councils" means the Participating Councils who have notified to ALGTEC their agreement to participate in the London Taxicard Scheme for a period of not less than one fiscal year (1 April to 31 March) in any contract period for that Scheme.
- 1.9 "The Transport Operators" means all or any of London Regional Transport, Transport for London, a PPP company for the purposes of section 210 Greater London Authority Act 1999, Docklands Light Railway and any independent transport service operators or their successors, as defined in section 240(6) Greater London Authority Act 1999.

2. CONCESSIONARY FARES SCHEME

- 2.1 ALGTEC shall carry out the following functions:-
- (a) all arrangements pursuant to Section 244 of the Greater London Authority Act 1999 (or any subsequent re-enactment

or amendment of that section); and

- (b) all administrative arrangements made with a view to, or consequent upon, the arrangements referred to in paragraph (a) of this Clause;

all as more particularly described below subject to such conditions and restrictions as may from time to time be agreed by the Participating Councils.

- 2.2 In particular ALGTEC shall have the power to negotiate contracts in the name of the Participating Councils not exceeding seven years in duration (the duration of such contracts current at the date of this Agreement not to be exceeded without the consent of all the Participating Councils) with the Transport Operators which shall be binding on all the Participating Councils and ALGTEC shall have the power to agree to reimburse to the Transport Operators the cost of Concessions granted pursuant to Section 240 of the Greater London Authority Act 1999 except the unanimous consent of the Participating Councils shall be required for any increase, decrease or variation in the Current Concessions (but not the Limited Concessions any increase, decrease or variation in which may be agreed by ALGTEC) and for any increase, decrease or variation in the Hours of Availability.

- 2.3 To manage on behalf of the Participating Councils the Concessionary Fares Scheme and in particular to make

arrangements to reimburse to the Transport Operators the cost of the Current Concessions.

- 2.4 To make appropriate arrangements for the issue of travel permits, photocard, blind persons cards etc to eligible persons for the purpose of the Concessionary Fares Scheme.
- 2.5 To carry out or have carried out or commission and oversee such research and survey work as shall from time to time be deemed necessary for the calculation of an appropriate reimbursement to the Transport Operators for providing concessionary travel on their services;
- 2.6 To approve survey work associated with assessment of the volume and notional value of bus travel made by holders of concessionary free travel permits;
- 2.7 To monitor and assess the performance of the consultants selected to carry out the work of the Greater London Bus Passenger Survey;
- 2.8 To approve survey work associated with the London Underground, Docklands Light Railway and any such other rail survey work as is deemed appropriate;
- 2.9 To approve survey work associated with establishing payment to bus operators or other independent bus operators.
- 2.10 To negotiate with Post Office Counters Limited or other bodies agency legal agreements and charges for the distribution of elderly

and/or disabled persons' travel permits.

2.11 Providing that nothing herein shall prevent any of the Participating Councils from setting their own eligibility criteria for the discretionary elements of the Concessionary Fares Scheme

3. DELEGATION OF FUNCTIONS IN RELATION TO THE LONDON TAXICARD SCHEME

3.1 The London Taxicard Scheme shall be subject to such general conditions and restrictions as may from time to time be unanimously agreed by the London Taxicard Scheme Participating Councils PROVIDED THAT nothing herein shall prevent any of the Participating Councils from setting their own eligibility criteria for the discretionary elements of the London Taxicard Scheme

3.2 ALGTEC shall have the duty to carry out tendering procedures and the power to enter into contracts (not exceeding four years in duration) in the name of the London Taxicard Scheme Participating Councils with taxi operators which shall be binding on all the London Taxicard Scheme Participating Councils whereby ALGTEC pays the taxi operators the sums due from each of those London Taxicard Scheme Participating Councils for taxi journeys made by persons who are approved members of the Scheme and resident in the area of the Council concerned provided such journeys are made in accordance with the particular restrictions respectively imposed by each such Council.

- 3.3 To provide policy and development advice concerning the London Taxicard Scheme to London Taxicard Scheme Participating Councils and any other relevant organisations.
- 3.4 To manage the day to day operation and budget of the London Taxicard Scheme to ensure that agreed strategic aims, objectives and targets of the Scheme are fully implemented in accordance with ALGTEC's Annual Business Plan and so as to comply with eligibility, membership, budgetary provision and trip allocation requirements specified by London Taxicard Scheme Participating Councils.
- 3.5 To make appropriate arrangements for the issue of taxicards, photocards etc. to eligible persons for the purpose of the London Taxicard Scheme.
- 3.6 To prepare an Annual Business Plan for the London Taxicard Scheme for incorporation within the overall ALGTEC Annual Business Plan for submission to ALGTEC and taking account of economic, demographic, technical and other relevant considerations.
- 3.7 To prepare, monitor and review the Annual Budget for the London Taxicard Scheme and authorise expenditure from the Budget in accordance with financial regulations and procedures in force.

4. ACCESSIBLE TRANSPORT

- 4.1 ALGTEC may consider issues relating to accessible transport in London and inform, advise and consult with the Participating Councils so as to assist them in formulating policies and in carrying out their powers and duties in the field of accessible transport for people with disabilities.
- 4.2 ALGTEC may consider issues relating to the accessibility of transport whenever any new service of public transport, e.g. trams or service on the Thames, is being developed.
- 4.3 To prepare policy reports for, and give advice on matters concerning transport for mobility handicapped people
- 4.4 To originate, plan and execute research and development initiatives in the field of transport for people with disabilities, and report as appropriate.

**[PART 3(A): IN RESPECT OF ROADSIDE VEHICLE EMISSIONS TESTING
AND ISSUING OF FIXED PENALTY NOTICES PURSUANT TO THE ROAD
TRAFFIC (VEHICLE EMISSIONS) (FIXED PENALTY) (ENGLAND)
REGULATIONS 2002**

1. Pursuant to Regulation 6(1) and in accordance with Regulation 6(2) of the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002 ("the Regulations") authorise any officer or person -
 - 1.1 to carry out tests on vehicles which are in, or which are about to pass through, or which have passed through an area designated as an air quality management area; and
 - 1.2 to issue fixed penalty notices in respect of emission offences; and
 - 1.3 to carry out any other functions required or permitted by Part 5 of the Regulations.
- 2 The reduction or waiver of fixed penalties in accordance with Regulation 19 of the Regulations.
- 3 The withdrawal of a fixed penalty notice in accordance with Regulation 20 of the Regulations.
- 4 The recovery of unpaid fixed penalties in accordance with Part 8 of the Regulations.
- 5 The prosecution of offences arising under Regulation 9(7), Regulation 11(2) and Regulation 18(2) of the Regulations.
- 6 The service of a fresh fixed penalty notice in accordance with Regulation 23(4)(e) of the Regulations.

- 7 The carrying out of any other function required or permitted by the Regulations.]¹³

¹³ Inserted by Variation (also known as the Second ALGTEC Agreement) dated 1 May 2003

**[PART 3(B) FUNCTIONS: IN RESPECT OF FUNCTIONS UNDER THE
LONDON LOCAL AUTHORITIES AND TRANSPORT FOR LONDON ACT
2003 AND THE LONDON LOCAL AUTHORITIES ACT 2004**

1. To set the levels of fixed penalties for any fixed penalty offences under the London Local Authorities and Transport for London Act 2003 and the London Local Authorities Act 2004.

2. To undertake any other functions that are required or permitted to be undertaken by a joint committee of London local authorities under the London Local Authorities and Transport for London Act 2003 and the London Local Authorities Act 2004.]¹⁴

¹⁴ Inserted by Further Variation (also known as the Third ALGTEC Agreement) dated 30 November 2006

**[PART 3(C) FUNCTIONS: IN RESPECT OF THE EXERCISE OF
FUNCTIONS UNDER THE LONDON LOCAL AUTHORITIES ACT 2007**

1. To publish a code of practice in accordance with section 11 of the London Local Authorities Act 2007 (unauthorised advertising: measures to be taken).
2. To publish a code of practice in accordance with section 25 of the London Local Authorities Act 2007 (powers to require removal of waste unlawfully deposited) after consultation with each of the Participating Councils.
3. in accordance with section 28 of the London Local Authorities Act 2007 (disposal of removed vehicles), to prescribe the sum to be paid as a bond under subsection 4(5) of the Refuse Disposal (Amenity) Act 1978.
4. To set the levels of penalty charges in accordance with sections 66 of the London Local Authorities Act 2007.
5. To undertake any other functions that are required or permitted to be undertaken by a joint committee of London local authorities under the London Local Authorities Act 2007.]¹⁵

¹⁵ Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

[PART 3(D) FUNCTIONS: IN RESPECT OF THE EXERCISE OF ANY OF THE PARTICIPATING COUNCILS' STATUTORY FUNCTIONS CONFERRED UNDER EXISTING OR FUTURE LONDON ACTS AS THEY RELATE TO TRANSPORT, ENVIRONMENT AND PLANNING MATTERS

1. To undertake any other functions conferred on the Participating Councils and Transport for London under any other legislation insofar as such legislation relates to transport, environment and planning matters, subject to consultation with the Participating Councils and the written agreement of each Participating Council and, insofar as is relevant, Transport for London, such functions to be listed at paragraph 2 below.

2. Pursuant to paragraph 1 above, the further functions which the Participating Councils, and where relevant Transport for London, have agreed shall be exercised by the Committee under Part 3(D) of this Agreement are:

...

3. At such time as amendments are made under this Part 3(D), the Committee shall provide each Participating Council and Transport for London with an updated copy of this Part 3(D) reflecting the amendments to paragraph 2.]¹⁶

¹⁶ Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

PART 4 FUNCTIONS: GENERAL

1. To do anything which is calculated to facilitate or is conducive or incidental to any of the functions set out in [Parts 1-3D]¹⁷ of this Schedule ("the Functions")
2. To procure the employment of such staff on such terms and conditions of employment as ALGTEC considers appropriate to discharge the Functions
3. To enter into contracts for goods works and services in relation to any aspect of the Functions or such other functions as ALGTEC can lawfully discharge and to enter into service level agreements with any of the Participating Councils in relation thereto. For the avoidance of doubt the Participating Councils have hereby delegated to ALGTEC the function of negotiating and entering into a contract with Transport for London for the purposes of the recovery of costs pursuant to section 275(3) Greater London Authority Act 1999 to ALGTEC (the installation operation and maintenance of traffic signal and associated traffic control equipment on borough roads and associated advice)
4. To undertake any policy actions on behalf of the Participating Councils in relation to any aspect of the Functions or other such functions as ALGTEC can lawfully discharge, including functions conferred on the Participating Councils under any legislation insofar as such legislation relates to transport, environment and planning matters, such policy actions to be subject to consultation with the Participating Councils

¹⁷ Substituted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

5. To publish any statutory codes of practice in relation to any aspect of the Functions or other such functions as ALGTEC can lawfully discharge, including functions conferred on the Participating Councils under legislation insofar as such legislation relates to transport, environment and planning matters
6. In this Part of this Schedule:
- (a) "policy action" shall mean any of the following actions on behalf of the Participating Councils:
- (i) the lobbying of Government bodies in relation to proposed legislation and Government policy,
 - (ii) responding to Government consultations,
 - (iii) liaising with other persons and bodies and representing the views of the Participating Councils in relation to the development of policies,
 - (iv) drafting policies, guidance, model documents and codes of practice for adoption or use by the Participating Councils PROVIDED THAT no policy or code of practice so drafted shall be deemed to have been adopted by a Participating Council unless approval to it has been given by that Council or it is a statutory code of practice which falls within paragraph 6(b) below
- (b) "statutory code of practice" shall mean a code of practice published (after consultation with each of the Participating Councils) in response to a stipulation in an Act of Parliament or

in subordinate legislation or in response to an undertaking given to Parliament that certain powers contained in that Act of Parliament or subordinate legislation may not be or will not be (as the case may be) exercised until a joint committee of the London local authorities has published a code of practice in relation thereto]¹⁸

¹⁸ Inserted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009

SCHEDULE 3
LEAD AUTHORITY FUNCTIONS

1. To procure or provide such professional advice including but not limited to financial, legal, surveying and personnel as ALGTEC shall require for the due and proper execution of its duties
2. To employ staff to undertake any ALGTEC function and/or to provide payroll facilities and access to pension arrangements for staff employed by ALGTEC
3. To negotiate and execute contracts in respect of goods, works, services and property transactions on behalf of ALGTEC on request
4. To institute and defend in its own name any court proceedings on behalf of ALGTEC on request
5. Such further functions as may be agreed by ALGTEC

SCHEDULE 4

COSTS AND EXPENSES

PART 1: IN RESPECT OF FUNCTIONS PURSUANT TO SECTION 73(1) ROAD TRAFFIC ACT 1991 (APPOINTMENT OF PARKING ADJUDICATORS)(AS AMENDED)

1. The following costs shall be apportioned equally amongst the Participating Councils and Transport for London :-
 - 1.1 Appoint parking adjudicators for the purposes of the Road Traffic Act 1991 subject to the Lord Chancellor's consent
 - 1.2 Determine the penalty charge levels and fees for de-clamping vehicle recovery storage and disposal subject to the approval of the Secretary of State
 - 1.3 Determine the rate of discount for early payment of penalty charge notices
 - 1.4 Determine the form for aggrieved motorists to make representations to Local Authorities under Section 71 of the Act
 - 1.5 The publication and updating as necessary of the Code of Practice for Parking in London
 - 1.6 General data collection and service monitoring
 - 1.7 The co-ordination of publicity and public relations activities
 - 1.8 The establishment of common training standards in connection with parking standards the accreditation of training centres and award of

qualifications

- 1.9 The establishment of London-wide parking schemes
- 2, The following costs shall be apportioned according to the number of PCNs issued:
- 2.1 Provision of accommodation and administrative staff for the parking adjudicators
 - 2.2 The establishment of links with the Metropolitan and City Police the County Courts and the DVLA
 - 2.3 The co-ordination of -
 - 2.3.1 payment facilities
 - 2.3.2 pound facilities
 - 2.4 The maintenance of records detailing persistent evaders and offenders
3. The following costs shall be apportioned according to actual use:
- 3.1 The marginal costs of the functions set out in Clause 2 above together with those set out below
 - 3.2 The co-ordination and maintenance of vehicle removal and clamping operations
 - 3.3 The establishment and maintenance of a communications and control service to deal with vehicle removals

3.4 The establishment and maintenance of a communications and control service to deal with wheel clamping

3.5 Ticket Processing

PART 2: IN RESPECT OF THE LONDON LORRY BAN

1. The amounts of the contributions of each Participating Council shall be determined so that the expenditure (including an apportionment of staffing, premises and general administration costs) in respect of which they are payable is borne by the Participating Council in proportion to the populations of their respective areas
2. For the purposes of paragraph 1 above the population of any area shall be taken to be the total resident population of the area of each Participating Council on 30th June in the financial year beginning two years before the beginning of the financial year in respect of which the expenditure is payable as estimated by the Registrar General in accordance with the Levying Bodies (General) Regulations 1992 (or any future method of calculation introduced by any amendment or re-enactment thereof)
3. Transport for London shall be treated as if had a resident population equal to the average resident population of the Participating Councils as determined in accordance with paragraph 2 above for the purposes of calculating its contribution to the costs of the London Lorry Ban

**PART 3: IN RESPECT OF FUNCTIONS PURSUANT TO SECTION 240
GREATER LONDON AUTHORITY ACT 1999 (TRAVEL CONCESSIONS)**

- [1. The cost of reimbursement to The Transport Operators in respect of the concessionary fares scheme, together with the cost of survey and other work needed to assess the reimbursement due to The Transport Operators, are:
- (a) in respect of permits issued to eligible London residents, allocated to Participating Councils in proportion to the number of persons resident in those boroughs holding valid permits to travel on 30th September in those years in which permits are reissued, or on such other dates as ALGTEC may determine following consultation with the Participating Councils, subject to any decision taken by ALGTEC in accordance with section 244 of the Greater London Authority Act 1999 and Clause 12.1 of the Agreement to vary these arrangements; and
 - (b) in respect of permits issued to eligible persons under section 145A(4) of the Transport Act 2000, allocated to Participating Councils in such proportions as may be agreed by ALGTEC in accordance with section 244 of the Greater London Authority Act 1999 and Clause 12.1 of the Agreement.]¹⁹

¹⁹ Substituted by Second Further Variation (also known as the Fourth ALGTEC Agreement) dated 8 June 2009. This paragraph now needs to be read in conjunction with the consent award dated 8 October 2008, which changes the basis of apportionment.

2. All costs arising out of the exercise of the delegated functions in relation to the London taxicard scheme (including an apportionment of staffing, premises and general administration costs) are allocated to Participating Councils in proportion to their share of the total membership of the London taxicard scheme as at 30th September in the preceding year.

PART 4: GENERAL

1. The annual costs of ALGTEC in respect of premises staffing IT audit general administration and all associated and ancillary costs including the costs and expenses of the Lead Authority(ies) together with any future costs not provided for herein and shall be reimbursed by the Participating Councils as reasonably determined by ALGTEC following consultation with the Participating Councils

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London Councils' TEC Executive Sub Committee

TEC Agreement – POPLA Amendment

Item No: 04

Report by: Nick Lester **Job title:** Corporate Director, Services
Date: 11 September 2014
Contact Officer: Nick Lester
Telephone: 0207 934 9905 **Email:** nick.lester@londoncouncils.gov.uk

Summary:

This report seeks the agreement of the TEC Executive to recommend to all councils that they each formally resolve to expressly delegate the exercise of section 1 of the Localism Act 2011 to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract, confirming for the avoidance of doubt that the existing arrangements are and have been delivered on that basis to-date, and that the TEC Governing Agreement be formally varied accordingly. The service has been provided on a cost recovery basis by London Councils since October 2012 and it is proposed that it should continue in this way until the end of the contract period in October 2015. An express delegation of the exercise of section 1 for this purpose by individual councils, and the variation of the TEC Governing Agreement to reflect this, would remove any legal doubt as to TEC's authority to deliver the service and allow London Councils' auditors, PWC, to conclude an outstanding issue in relation to an objection to the accounts.

Recommendations:

Members are recommended to:

- Recommend to all 33 London local authorities that they: formally confirm that the functions delegated to TEC to enter into the arrangement with the British Parking Association were and continue to be delivered pursuant to section 1 of the Localism Act 2011; resolve to expressly delegate the exercise of section 1 of the 2011 Act to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract; and that the TEC Governing Agreement be varied to this end.

Background

On 15th March 2012 TEC agreed that London Councils should provide an appeals service for parking on private land for the British Parking Association under contract. This was on the basis that this would complement the service provided by PATAS which deals with appeals made against parking enforcement on the highway. It was considered at the time that providing the service on a cost-recovery basis would be in the public interest as: restrictions on parking within London on private land would have a direct impact upon London local authorities, their resources and residents; a significant proportion of the public affected and inclined to avail themselves of the POPLA service were likely to come from the Greater London area; and, having regard to those matters, as TEC was the only interested, qualified bidder. On 14th June 2012, TEC received a report to say that the basis for providing such a service had been accepted by the BPA and agreed that a contract should be entered into to provide the service.

The service, known as POPLA (Parking on Private Land Appeals) started on the 1st October 2012 and has since provided the appeals service to more than 25,000 motorists. The service operates on a full cost recovery basis and at no cost to the London Council Tax payer.

An objection was raised on the London Councils consolidated accounts by an interested person (residing within London) that TEC did not have the legal power to provide the service. London Councils' auditors, PWC, have, for some time, been investigating this and numerous other objections submitted by the same individual.

PWC has informed London Councils of legal advice it has had from the Audit Commission on the Commission's view on the power of London Councils to provide the POPLA service. In essence, the Audit Commission advice accepts that the London local authorities have the power under Section 1 of the Localism Act 2011 to provide the service and that the exercise of these functions could be delegated to TEC. London Councils agrees with this conclusion.

The Audit Commission advice, however, questions whether the exercise of those functions has been properly delegated to TEC. The issue turns on whether the Committee could be said: to have existing delegated authority under the terms of the TEC Governing Agreement; alternatively whether it made or confirmed such a delegation by virtue of the decisions it made to provide the service in 2012; or whether each individual authority should have expressly resolved to delegate the exercise of section 1 of the 2011 Act to the joint committee for the purposes of TEC's delivery of the POPLA service with the TEC Agreement being formally varied accordingly.

PWC has asked for London Councils' view on this advice in advance of making a formal determination about the objection. London Councils and its legal advisors remain of the view that the service is currently being delivered by TEC on a lawful basis on behalf of all the participating authorities with their consent and proper authority under the existing terms of the TEC Governing Agreement, and confirmed by the Committee resolving to provide the service in 2012 with these matters having been raised with local authorities prior to those decisions being taken in the normal way in respect of TEC business. However, it is accepted, that there is room for argument as to whether individual councils had to state expressly that they agreed that the arrangement with the BPA was pursuant to exercise by TEC of their powers under section 1 of the 2011.

Next Steps

Taking active and expedient steps to expressly clarify the authority of TEC to deliver the POPLA service is intended to satisfy London Councils' auditors and inform their determination in respect of the objection raised by the interested member of the public on the consolidated accounts for the 2012/13 year. Further, this would help PWC to sign off the TEC and the consolidated accounts for 2013/14 by the statutory deadline.

Accordingly, for the avoidance of doubt and to facilitate a conclusion to the issue with the Auditor PWC and the objector, it is recommended that all authorities be asked to:

- (a) formally confirm that the exercise of functions delegated to TEC to enter into the arrangement with the British Parking Association were and continue to be delivered pursuant to section 1 of the Localism Act 2011;
- (b) formally resolve to expressly delegate the exercise of section 1 of the 2011 Act to the TEC joint committee for the sole purpose of providing an appeals service for parking on private land for the British Parking Association under contract; and
- (c) take all relevant steps to give effect to the matters set out in (a) and (b) above through a formal variation to the TEC Governing Agreement

Legal Implications for London Councils

The legal implications are set out in the body of the Report.

Financial implications for London Councils

There are no financial implications for London Councils from this recommendation

Equalities Implications for London Councils

There are no equalities implications for the boroughs or London Councils arising from this report.

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)	Delegation to the Transport and Environment Committee and Third Variation to the Association of the London Government Transport and Environment Committee Agreement
Directorate / Service	LPG/ Legal Services CLC/ Public Realm D&R/ Strategy Regeneration and Sustainability
Lead Officer	David Galpin, Service Head Legal Services Jamie Blake, Service Head Public Realm Jackie Odunoye, Head of Strategy Regeneration & Sustainability
Signed Off By (inc date)	Jamie Blake 11.03.15
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;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <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> </div> </div>

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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	<p>London Councils has asked the London Borough of Tower Hamlets along with the other 32 councils participating in London Councils to:</p> <ul style="list-style-type: none"> • formally delegate their powers under section 1 of the Localism Act 2011 (the general power of competence) to TEC for the purpose of providing an appeals service for parking on private land for the BPA contract; • confirm that the services have been and continue to be provided on this basis; and • vary the TEC governing agreement to this effect. <p>This report asks the MAB to indicate whether the request from London Council's is supported and, if so, whether a report may be brought forward to Cabinet in April to give effect to it.</p>
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	<p>This report asks the MAB to indicate whether the request from London Council's is supported and, if so, whether a report may be brought forward to Cabinet in April to give effect to it.</p> <p>London Councils and its legal advisors remain of the view that the service is currently being delivered by the Transport and Environment Committee (TEC) on a lawful basis on behalf of all the participating authorities with their consent and proper authority under the existing terms of the TEC Governing Agreement. London Councils, however, accepted that there is room for argument as to whether individual councils had to state expressly that they agreed that the arrangement with the BPA was pursuant to exercise by TEC of their powers under section 1 of the Localism Act 2011.</p> <p>MAB's decision on this will affect neither service users nor the Council staff.</p>

2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	As above, the report asks the MAB to indicate whether the request from London Council's is supported and, if so, whether a report may be brought forward to Cabinet in April to give effect to it.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	N/A	
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	The report is informed by Audit Commission advice and London Councils' view.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	All participating 33 councils have been asked to consider the three points above.
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?	N/A	
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	N/A	
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	If MAB agrees, a report may be brought forward to Cabinet in April.
b	Have alternative options been explored	N/A	
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	N/A	
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	N/A	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

Cabinet 8 April 2015	
Report of: Corporate Director, Development & Renewal	Classification: Unrestricted
Property Procedures for Disposals and Lettings	

Lead Member	Councillor Alibor Choudhury, Cabinet Member for Resources
Originating Officer(s)	Ann Sutcliffe, Service Head, Corporate Property & Capital Delivery
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

This report provides a recommendation to adopt revised procedures for disposals and lettings of the authority's council-owned properties.

A protocol for disposing of council owned property was approved by Cabinet in February 2009. In addition, a checklist setting out procedures involved in the disposal of council owned property was also produced.

This procedure and the existing procedure for lettings of commercial property are subject to review in light of the recent audits carried out by Mazars and PriceWaterhousecoopers (PwC).

The audit carried out by Mazars was completed in July 2014. The audit was based on an investigation into the circumstances of the sale of the Old Poplar Town Hall and the subsequent grant of change of use permissions.

One of the recommendations from this audit was to review the disposal policy. It was noted the policy was being revised and updated in conjunction with audit recommendations.

The Best Value inspection report on LB Tower Hamlets, carried out by PwC in October 2014, identified the council had failed to comply with its Best Value duty with regard to the transfer of property to third parties.

The revised procedure combines activities relating to disposals and lettings. It will ensure there is a consistent approach by officers who are involved in the disposal and letting of the council's portfolio of properties.

Recommendations:

The Mayor in Cabinet is recommended to –

1. Approve the revised Property Procedure for Disposal and Lettings.
2. Note the requirement for approval from the Commissioners, set out in paragraph 5.6 of the report.

1. REASONS FOR THE DECISIONS

- 1.1 It is important the council has robust procedures in place to deal with property related transactions.
- 1.2 It is prudent to combine existing procedures with regards to disposal and lettings of property
- 1.3 The previous procedures were approved five years ago and there is a natural requirement to review these procedures, not only in light of recent audits but also to recognise the landscape has changed since the previous disposal procedure was approved

2. ALTERNATIVE OPTIONS

- 2.1 The council is required to review its disposal procedure in accordance with Mazars report recommendation (5) and the PWC Best Value report, (October 14).

3. DETAILS OF REPORT

- 3.1 The revised property procedure for disposals and lettings (see Appendix 1) is significantly different to that previously approved by Cabinet in 2009. The three key differences are that this procedure seeks to combine both disposals and lettings. The second difference is that this procedure provides a 'step-by-step' guide for officers to follow when dealing with property disposals or lettings. Thirdly, the report provides guidance to officers when selecting a tenant for a community building. The key differences for lettings are summarised below:

- 3.2 The Principal Asset Manager will assign the case to an Asset Manager to act as lead officer
- 3.3 A Property inspection will be carried out when a property is declared surplus.
- 3.4 Identifies the steps involved in marketing the property and the use of external Agents
- 3.5 Identifies the steps involved in selecting a tenant for a community building
- 3.6 Identifies the steps involved in selecting a commercial tenant
- 3.7 Outlines the requirement when instructing Legal services
- 3.8 The changes with regards to deciding the method of disposal relate to the identification of surplus property and deciding on the method of disposal

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report asks the Mayor in Cabinet to approve the revised Property Procedure for Disposal and Lettings, as set out in Appendix 1.
- 4.2 The updated procedure combines activities relating to disposals and lettings to provide a step by step guide for officers. This should lead to improved efficiency through the clarification of roles and responsibilities within the disposal process, as well as providing guidance in relation to the process to be undertaken when selecting a tenant, both in relation to a community building or a commercial building (shop). The letting of council dwellings are subject to separate arrangements and are not part of these procedures.
- 4.3 The council holds assets of significant value which could generate resources for investment in other capital priorities if they are deemed to be no longer of specific use. The proposed procedures should speed up the disposal process of these assets if that is deemed to be the appropriate course of action which should lead to the earlier realisation of any capital receipt..
- 4.4 The council incurs significant expenditure in holding and securing vacant buildings that are earmarked for disposal and the improved processes should lead to a reduction in these costs.
- 4.5 While some of the changes in disposal procedures may require additional costs prior to sale in terms of consultation and professional support, these should be offset through the delivery of a more efficient disposal process and maximisation of the sale price.

5. LEGALCOMMENTS

- 5.1 Under section 123 of the Local Government Act 1972 the Council may dispose of its land in any manner that it may wish. However, except in the case of a short tenancy, the consideration for such disposal must be the best that can be reasonably be obtained. Otherwise, the Council requires the consent of the Secretary of State for such a disposal. There is a General Disposals Consent 2003 that permits a disposal at an undervalue in certain circumstances
- 5.2 If the land proposed to be disposed of consists of housing land the Council may pursuant to s32 of the Housing Act 1985 dispose of the land with the consent of the Secretary of State
- 5.3 The Secretary of State has given general consent for specified categories of disposal of housing land in the General Housing Consents 2013.
- 5.4 The Council is a best value authority within the meaning of section 3 of the Local Government Act 1999 and is obliged 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”.
- 5.5 The report proposes that the disposals will be the subject of a marketing process. Such a process may be sufficient to demonstrate best consideration, market value or best value for the purposes of the disposal powers identified in paragraphs 5.1 to 5.3 above. Officers will nevertheless keep under consideration whether the processes are delivering the best consideration or market value (as the case may be) to ensure that the Council complies with the statutory requirements.
- 5.6 On 17 December 2014, the Secretary of State appointed Commissioners pursuant to powers under section 15(5) and (6) of the Local Government Act 1999 whose prior written agreement will be required to the disposal of property other than existing single dwellings for residential occupation.
- 5.7 In carrying out its functions, 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). There is information in section 6 of the report relevant to these considerations.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. Effective management of disposals and lettings will ensure the council makes efficient and effective use of property. Equality issues may arise at the point of deciding whether a property is surplus to requirements and appropriate analysis will be carried out in making that decision. Experience has not shown that the conduct of disposals processes gives rise to impacts on persons with protected characteristics and consequently no express provision has been made within the procedure in Appendix 1.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The sale of properties will reduce the council's CO2 emissions. In addition, the redevelopment of former council-owned sites will result in improved

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The implementation of these procedures will enable the council to mitigate risks in relation to the management of empty properties, control expenditure and ensure officers act efficiently and consistently when dealing with these property related matters.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 Vacant sites attract anti-social behaviour, including vandalism and squatting. The council expends funds ensuring that the buildings are secure however there are still attempts to enter the buildings in order to squat and/orvandalise.
- 9.2 These procedures will ensure vacant properties are managed more effectively.

10. EFFICIENCY STATEMENT

- 10.1 Where an asset has been identified as surplus to requirements, the council has the option to retain the asset for future use, and in the meantime to pay any costs associated with maintaining and securing the asset, or to sell the asset for a capital receipt.
- 10.2 In some cases, it will be more appropriate that the council dispose of the sites. The council will receive a capital receipt from the sale of the sites.

11. Appendices

11.1 Appendix 1 – Property Procedure for Disposal and Lettings

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

- None

Property Procedures for Disposals and Lettings

Document Control

Version	Date	Summary of Changes	Author	Signed-off Officer
v1.0	31/05/2014	Baseline Product	Howard Lock	Ann Sutcliffe
v2.0	11/07/2014	Minor change update – 4.1 Step 6 (p) page 17	Howard Lock	Ann Sutcliffe
v3.0	29/08/2014	Minor change update – 4.1 Step 6 (q) page 17	Howard Lock	Ann Sutcliffe
v4.0	03/09/2014	G Wilson minor changes throughout and Definitions page 21	Howard Lock	Ann Sutcliffe
v5.0	02/10/2014	A Sutcliffe minor changes throughout	Howard Lock	Ann Sutcliffe

Contents

1.0 Introduction

2.0 Workflow Diagrams

3.0 Procedures for Lettings

4.0 Procedure for Disposals

5.0 Authority

6.0 Definitions

1.0 Introduction

1.1 Purpose

The purpose of these procedures is to ensure that a standard approach is understood and adopted by Asset Management officers to the disposal and letting of its property holdings.

The procedures apply to all Asset Management officers responsible for implementing the Council's disposals programme and for letting vacant properties. They describe the steps to be taken to declare a property surplus and, subsequently, to dispose of it by sale or on long lease. They also outline the steps to be undertaken when marketing the Council's commercial and community properties using both internal marketing and external agents.

The key steps are described through workflow diagrams (section 2) which identify milestones to support Asset Management officers in managing the processes.

1.2 Scope

The Council and all employees and agents are to comply with the Council's Standing Orders, which comprise:

- a. These Property Procedures
- b. The Scheme of Delegations
- c. Financial Regulations
- d. Code of Practice on Local Authority Accounting.
- e. Formal guidance issued by Finance
- f. UK and EU law

In these procedures:

- "Property" shall mean any land or buildings owned by the Council or in which it has a legal interest.
- "Disposal" shall mean the sale of the freehold or the grant of a lease in excess of 25 years.
- "Letting" shall mean the grant of a lease for up to 25 years.
- These procedures will not describe the process for acquisitions.
- These procedures will not describe the process for instructing external agents.
- These procedures will not describe the process for granting way-leaves and easements.
- Land, buildings and property in the ownership of the Housing Revenue Account are included but Right to Buy sales are excluded.

All property is "owned" corporately by the Council in accordance with the recently adopted "Corporate Landlord Model". Any Service occupying property does so in accordance with an Asset Plan prepared jointly by the occupying Service and Asset Management.

These procedures replace all previous procedures and policies and are in accordance with the Cabinet Report, 11 February 2009, (Agenda Item 10.6).

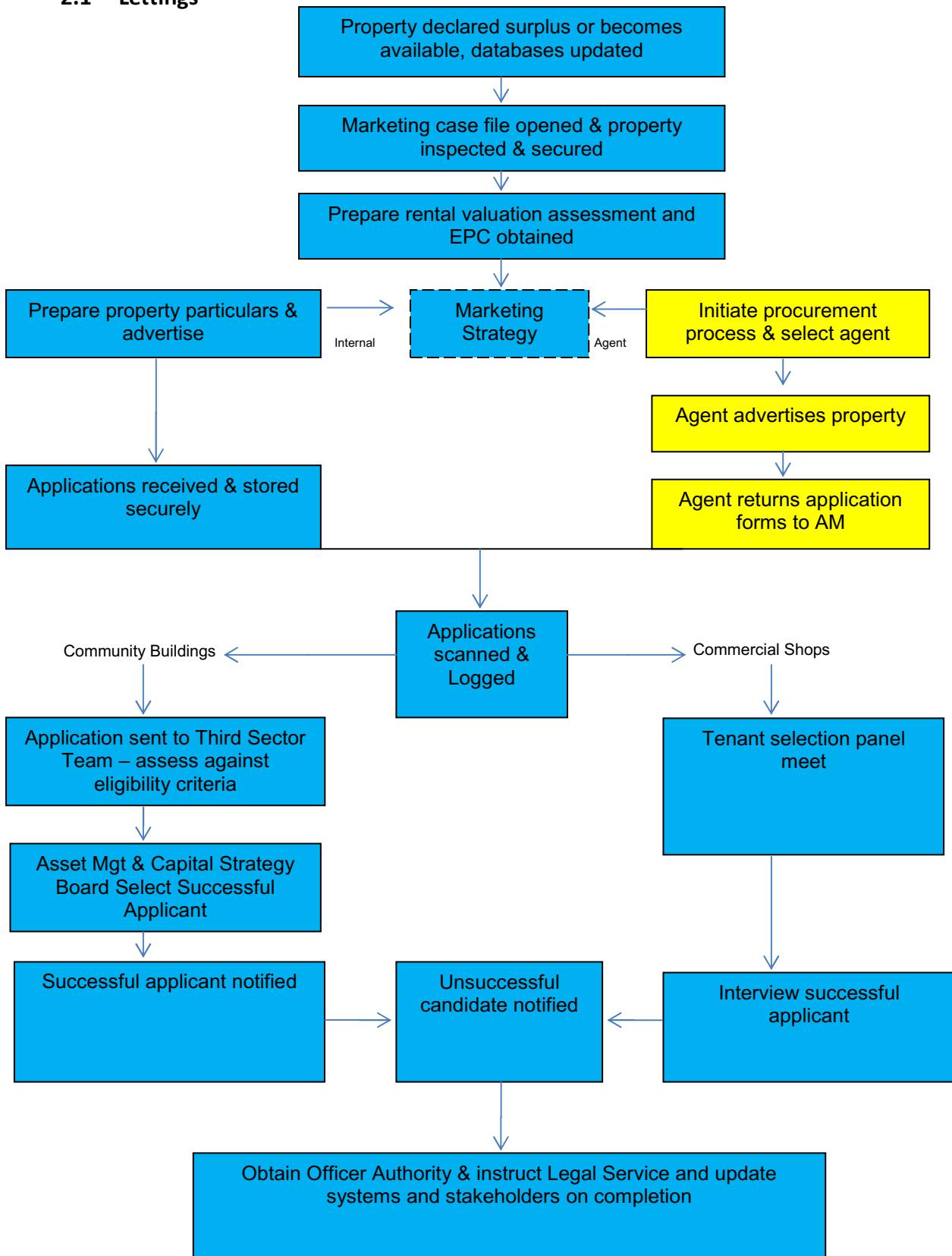
1.3 Roles

The table below describes the roles and the functions of the officers involved in the letting and disposal process.

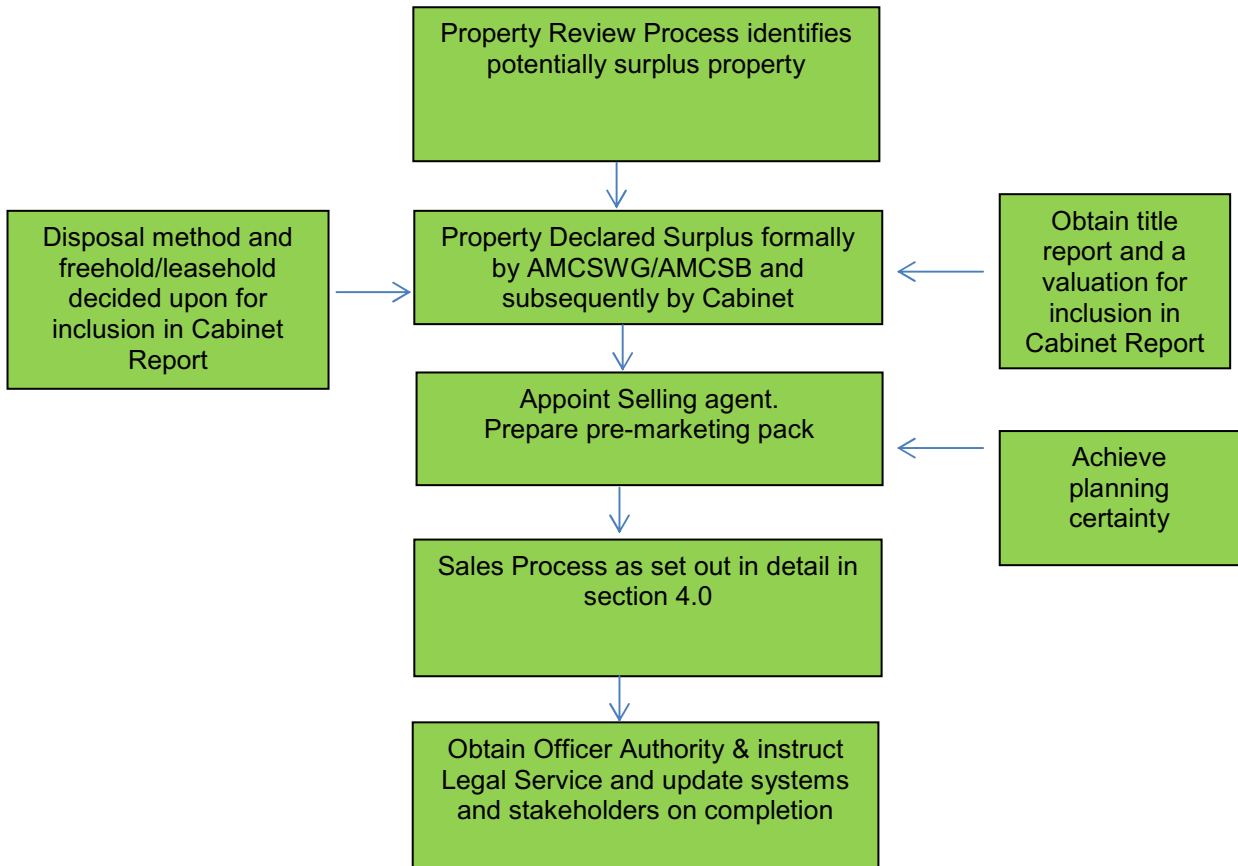
Role	Function
Head of Asset Management (HAM)	Responsible for providing overall direction, the HAM has the ultimate responsibility and accountability to ensure that the Council's surplus commercial properties are let or disposed of in a timely manner.
Principal Asset Manager (PAM) And Asset Managers (AM)	Responsible for declaring the property surplus and instructing external agents to market the property. The PAM ensures that the marketing is completed in accordance with these procedures and has overall responsibility for the day to day management of the disposal.
Property Support Officer (PSO)	Responsible for certain tasks associated with marketing the council's commercial and community properties for letting. The PSO will act under the supervision of the PAM or the AM.
Business Support (BS) Team	Responsible for administrative tasks as instructed by the PAM or the AM, and updating the relevant Asset Management service's database.

2.0 Workflow Diagrams

2.1 Lettings



2.2 Disposals



3.0 Procedures for Lettings

3.1 Identification of Surplus Property

Step 1

A property will be identified as being surplus to the Council's requirements through a process of ongoing property review in which it has been identified by Asset Management and the occupying Service as being unused, under used or not offering value for money (because, for example, as a result of individual property review, the costs of maintenance may be prohibitive such that it is no longer cost effective to retain them).

Any decision confirming a property as surplus to operational requirements will need to be cleared by the Asset Management and Capital Strategy Working Group (AMCSWG) and by the Asset Management and Capital Strategy Board (AMCSB).

After clearance by AMCSB but prior to a decision by Cabinet, , appropriate Cabinet members and Directors will be consulted on the proposal and their comments, if any, included in the Cabinet report.

Step 2

Once a Council-owned commercial or community property becomes available, the PAM will assign the case to an AM officer.

The AM will create a marketing folder in the Asset Management electronic filing structure and notify the BS Team who will add the property to the Asset Management "vacant property schedule" and update the Technology Forge database.

3.2 Property Inspection

Step 1

The AM will instruct a PSO who will inspect the property to ensure it is secure in order to prevent the risks of:

- Squatters and unauthorised entry
- Fire hazards
- Flooding risks (by turning off the main water pipe)

The inspection should include:

- An Inventory
- A Measurement of floor space
- Meter readings

Step 2

The inspection findings will be discussed with the AM. The following actions are required to be completed:

- Advise utility companies
- Decide whether electricity is still required
- Arrange any necessary clearance
- Consider any works required to secure a letting
- Advise the Insurance Section that the property is vacant
- Notify the rates department that the property is vacant
- Notify the rental collection department that the property is vacant
- Consider whether a schedule of condition is required

NB: In deciding whether to discontinue a utility service it is relevant to consider the likely period before re-letting, the cost of re-connection and the amount of natural light available to undertake a viewing without electricity.

Step 3

Before the property is marketed, the AM will carry out an assessment of the rental value for prior approval by the HAM.

Step 4

The AM will request an Energy Performance Certificate.

3.3 Property Marketed by Asset Management

Step 1

The AM will allocate the marketing of the property to a PSO to produce the property particulars. The particulars will include the following details:

- Photographs
- The address including postcode
- The location plan of the property
- A brief description of the property and the area
- Rental required
- Length of lease being offered including the standard form of lease
- A floor plan to scale
- Energy Performance Certificate
- Block viewing dates and contact details
- Deadline for applications and name and address of the AM to whom they should be sent.

Step 2

The AM will agree the property particulars with the PAM before publication. The minimum publicity should include:

- Council's Web Page

➤ East End Life

Any other form of marketing should be approved by the HAM. The property should be marketed for a six to eight week period. Interested parties are only to view the premises by prior arrangement with Asset Management or on one of the block viewing dates.

Step 3

The AM will notify the BS Team of the publication details to ensure that they can answer telephone enquiries from the public in a knowledgeable manner.

Step 4

The application forms will be received and collated by the AM, dated and stored securely in a hardcopy folder. All electronic applications received by email will be printed and stored accordingly. All bids will be kept in soft copy (electronic) format on a password protected file on the Asset Management drive.

If the form is hand delivered, the PSO who receives the form will note the date and time it was delivered on the envelope and return it to the AM. A standard acknowledgement letter will be issued with the officer's name, original signature and date.

The information from the forms will be logged under the following headings:

- Date received
- Method of delivery (i.e. post, email or hand delivered)
- Applicant(s) name
- Applicant(s) address
- Rent offered
- Lease term required/offered
- Property use proposed

The scanned forms will be saved under the relevant property folder and the original forms will be passed on to the AM.

3.4 Property Marketed by External Agent

Step 1

Where possible it is preferable to market vacant properties locally and without an external agent in order to attract local people and to promote entrepreneurship within the community. This will also save agents' fees. However, on some occasions, a property may be advertised through external agents if there is a potential to generate higher rental income and/or wider coverage is required.

Step 2

If it is decided by the HAM that external agents will be used, the AM must satisfy the requirements and conditions of the Council's procurement code in

appointing an agent.

Step 3

The agent will market the property for a six to eight week period and will conduct all viewings.

Step 4

The returned application forms will be received by the AM and stored securely in a hardcopy folder. After the expiry of the application deadline, the PSO will log and scan the application forms.

The information from the forms will be logged as above (Step 4) and saved under the relevant property folder and the original forms will be passed on to the AM.

3.5 Selecting a Tenant for a Community Building

Step 1

The AM will forward the application forms to the Council's Third Sector Team for assessment against the Gateway Eligibility Criteria.

It will be the responsibility of the Third Sector Team to manage the following process as described and agreed in the Cabinet Report, 04 August 2010, (Agenda Item 7.5):

- Officers from the Third Sector Team (including accountancy support) assess whether applicants have met the Stage 1 Gateway Eligibility Criteria. Successful applicants will be put forward to Stage 2 of the Assessment process
- The Officer Evaluation Panel convenes comprising of Officers from the Third Sector Team.
- The Officer Evaluation Panel assess and evaluate applications using the Stage 2 Assessment Criteria, and will submit a Recommendation Report to the Asset Management and Capital Strategy Board signed off by Finance and Legal Services at Service Head Level.
- The Asset Management and Capital Strategy Board will consider the recommendations and decide upon a successful applicant.
- The Third Sector Team will notify the successful applicant as soon as possible. Feedback will also be offered to the unsuccessful applicants.

Step 2

The Third Sector Team will notify the AM of the successful tenant and the AM

will instruct Legal Services to commence the legal process.

3.6 Selecting a Commercial Tenant

Step 1

After the expiry of the application deadline the PSO will log and scan the application forms on a scoring matrix excel format.

Step 2

The AM will arrange a panel meeting to select the preferred tenant. The panel will comprise three officers from with Asset Management including the AM.

Applications will be considered and scored on the information provided within the application form.

The following factors will be taken into account when selecting a new tenant:

- Rental value offered
- Suitability of use proposed
- Ability to pay
- Lease term requested/offered
- Business experience
- Business plan
- Cash flow forecast
- Benefit to the parade (if a shop) and community generally

The panel will consider the applications using the Asset Management scoring matrix.

Due to the relatively low rental income for the majority of Council owned shops it is not practical to seek expert advice on the quality of a cash flow or business plan and it is accepted that officers take a 'common sense' approach when assessing these criteria.

It is noted that that there is a general presumption against A3 and A5 uses, however the use will be considered in the context of the viability of the parade and existing level of provision locally.

Step 3

As part of the assessment process, the preferred applicant will be invited for an interview to discuss the heads of terms and lease arrangements. If the outcome of the interview is successful, the AM will proceed with the legal process.

If after interview the outcome is not positive, the AM Service will invite the second-placed applicant to an interview.

3.7 Instructing Legal Services

Step 1

The AM will produce the Heads of Terms and obtain an Officer Authority.

Step 2

The AM will instruct Legal Services to prepare the draft new lease and copy the BS Team. The BS Team will populate the 'legal instruction schedule' for monitoring purposes.

Step 3

Once the signed lease and deposit agreement is received, Legal Services notify the AM by sending the case closure notification. They will send a copy of the signed counterpart lease to the CAPS Manager to file in CAPS. The data stored on the CAPS will be updated by BS.

Step 4

The AM will notify all other stakeholders, including:

- Finance Section
- Insurance Section
- Any other relevant departments or parties

Step 5

The BS Team will update the 'empty property schedule' and add the property to the 'occupied shops inspections schedule'.

4.0 Procedure for Disposals

4.1 Key Steps

Step 1 Identification of Surplus Property

A property will be identified as being surplus to the Council's requirements through a process of ongoing property review in which it has been identified by Asset Management and the occupying Service as being unused, under used or not offering value for money (because, for example, as a result of individual property review, the costs of maintenance may be prohibitive such that it is no longer cost effective to retain them).

The HAM will then consult other Service departments and partners to establish whether the property could meet their current or future service needs.

Any decision confirming a property as surplus to operational requirements will need to be cleared by the Asset Management and Capital Strategy Working Group (AMCSWG) and by the Asset Management and Capital Strategy Board (AMCSB).

After clearance by AMCSB but prior to a decision by Cabinet, appropriate Cabinet members and Directors will be consulted on the proposal and their comments, if any, included in the Cabinet report.

The Cabinet report will seek approval to dispose without further referral and will seek delegation for the Service Head, Corporate Property and Capital Delivery to accept an offer and to negotiate further if necessary and to enter into the legal documentation necessary to complete the disposal.

The Cabinet report will recommend whether the sale should be leasehold or freehold and will include an assessment of the value and the impact on value, if any, of the respective methods of sale. It will also advise on the timing of the disposal and when the property should be brought forward.

The Cabinet report will include the comments of the Chief Finance Officer including, for example, capital, revenue or VAT implications and also of the Chief Legal Officer which may include the effect of any covenants, restrictions or other legal implications and the need for any statutory consents.

Property disposals will generally be reported in the open part of the agenda to ensure transparency and openness for the public.

Following approval of Cabinet the AM will create a marketing folder, ask BS to add the property to the Asset Management service's 'empty property schedule' and update the CAPS database accordingly.

Step 2 Deciding on the Method of Disposal

The methods of disposal that may be used are (subject to the below):

- (a) Informal tender
- (b) Formal tender
- (c) Auction
- (d) Sale by Negotiation

The Service Head, Corporate Property and Capital Delivery, will determine the most appropriate method of sale. This will be a matter of professional judgement based on the type and location of the property and the prevailing property market and will always be subject to the Council meeting its legal requirements. For example, where a disposal requires outputs such as social housing or community benefit it may be governed by Public Procurement Regulations rather than a straight land sale.

The general presumption is that the method of sale should require the open invitation of competitive bids unless the Service Head, Corporate Property and Capital Delivery, considers that an alternative method of disposal would be appropriate.

Sales by **Formal Tender** and **Auction** (see definitions) are largely regulated by the process that needs to be followed to achieve a legally binding contract and are not described in these procedures.

Sales by **Negotiation** are likely to involve a “special purchaser” (see definitions) and examples are:

- (i) Sale to a sitting tenant.
- (ii) Sale of an access which would enable a purchaser to release development value locked up in other property.
- (iii) Sale to an adjoining owner or sale of a part-interest in a property where amalgamation of interests could enable “marriage value” to be realised.
- (iv) Sale to a public body (e.g. an RSL) at less than market value where other benefits are offered to the Council, provided that such sale is within the General Disposal Consent (England) 2003, or receives Secretary of State Consent and subject to European legislative requirements relating to State Aid.

These examples are given on the basis that the Service Head, Corporate Property and Capital Delivery considers that negotiations with one party would produce a higher figure or, alternatively that non-financial considerations that fall within the Council’s “well-being” powers justify a sale (see definition). In all such cases where the value of the property to be disposed of is over £50,000, a valuation must be provided by external consultants.

The AM will obtain a title report from Legal Services to ascertain any issues that may have an effect on the method of sale.

Step 3 **Tenure – Deciding on whether to sell the Freehold or Leasehold**

Whether to sell freehold or via long leasehold needs to be considered on a case by case basis. However, the Council has a general preference to dispose of land via long

leasehold.

As part of the report to Cabinet recommending a property being declared surplus, the Service Head, Corporate Property and Capital Delivery, will recommend whether the sale should be leasehold or freehold. This will include an assessment of the value and the impact on value, if any, of the respective methods of sale.

Examples where a freehold sale may be considered appropriate are:

(a) Where the level of capital receipt, over and above a leasehold disposal, exceeds the perceived benefit of a leasehold disposal (i.e. so that a leasehold disposal could not be reasonably justified).

(b) For commercial transactions, where a developer or funder's reasonable requirements require a freehold transfer to facilitate a sale or regeneration.

(c) Where it is necessary to sell a freehold to release additional value from a transaction (e.g. marriage value through bringing sites into single ownership).

This list is not exhaustive and other circumstances could apply. Because of the potential effect on value the Council needs to ensure that each case is considered on its merits.

Step 4 Obtaining Planning Certainty

Prior to sale, the Service Head, Corporate Property and Capital Delivery will consider what level of certainty of planning is required to maximise value. Greater planning certainty will both crystallise value and increase the Council's chances of achieving a quicker, unconditional sale. Planning certainty can be achieved through obtaining planning permission (outline or full) or alternatively, and to a lesser degree, by preparing a Planning Brief or a Planning Advice Note.

At a site specific level, Planning and Development Briefs provide a valuable vehicle to establish clear principles for the future development of a site, to shape both the form and nature of uses.

A Planning Brief is more appropriate for large sites which may have been the subject of public consultation and its adoption as Council policy by the Cabinet provides a guide to a potential developer, officers and the appropriate Development Committee, of the Council's expectations for the future use of the site.

For smaller sites a Planning Advice Note may be appropriate. Save for transactions under £50,000 in value no property will be valued or marketed without such an Advice Note as a minimum.

All marketing information relating to disposals (except those under statutory powers) will include the relevant Planning Advice Note.

It is acknowledged however that no such documents can fetter the discretion of the development control process in determining a subsequent planning application. Officers will ensure that clear boundaries will be maintained to ensure that the Council exercising its disposal powers as landowner does not fetter its duties as Local Planning Authority.

Step 5 Preparation of Pre-marketing Pack

The AM will collate an information pack which will differ according to the type of property being sold but generally will include the following:

- Photographs
- The address including postcode
- The location and site plans
- Full responses to pre-contact enquiries
- Energy Performance Certificate
- Condition surveys
- Services and utilities plans
- Asbestos reports
- Planning Advice Note or details of planning permission
- Form of lease or transfer

Step 6 The Sales Process for Sale by Informal Tender

When a property is to be sold by informal tender the Council will ensure that the appointed agent widely and openly markets the property. It will also ensure that the highest levels of probity and confidentiality are maintained during the sales process.

The following process will be followed by the AM and the appointed agent to ensure the Council's interests are protected:

- (a) The property must be advertised nationally and locally and a board erected on site.
- (b) The agent will market the property for a six to eight week period and will conduct all viewings.
- (c) All offers are to be submitted in a prescribed pro-forma.
- (d) Offers will be submitted by a fixed time and date.
- (e) Offers must be returned to the Council's Service Head, Corporate Property and Capital Delivery in a plain sealed envelope marked 'OFFER' and identifying the property but not the identity of the bidder. NB Facilities Management and Business Support must not open the bid envelopes and should be instructed accordingly in advance.
- (f) The envelopes are to be date and time stamped on receipt and issued with a receipt number or a sequential number to indicate the order in which offers had been received by the Service Head, Corporate Property and Capital Delivery.
- (g) All offers should be held in a secure place by Asset Management until opening.
- (h) Offers should be opened by the Service Head, Corporate Property and Capital Delivery in the presence of the agent and at least two other officers, including legal representation.

An officer must initial each offer and recorded it in a formal Schedule maintained for this purpose by the Corporate Director and the Schedule must be signed and dated by all present when all the offers have been recorded. The Schedule must be kept securely in a locked cabinet in the office of the Service Head, Corporate Property and Capital Delivery.

- (i) Officers will consider and record the following key information:
 - Details of the bidder
 - the financial standing of bidders
 - the level of offer

- the bidders' track record
 - any conditions attached to the offer
 - details of funding
 - the proposed use
 - any other relevant information
- (j) Failure to meet any of the pre-conditions or processes required by the Council may invalidate an offer.
- (k) Officers will rank the offers in accordance of acceptability.
- (l) Following evaluation all offers will be scanned to a secure drive and held by the Service Head, Corporate Property and Capital Delivery who will ensure they are kept securely in a locked cabinet in his/her office. They will also be sent to the agent for full analysis and subsequent detailed reporting to include, amongst other things, a clear recommendation on which bids to progress, whether to enter into a further bid stage and whether to interview.
- (m) Any discussions or negotiations with bidders are to be formally written up and notes placed on the file. Any negotiations for a land transaction above £250,000 should involve two members of staff, one of whom should be the Service Head, Corporate Property and Capital Delivery or his/her named representative. A file note recording the discussions should be placed on the relevant file.
- (n) Generally, pre-contract enquiries and a standard form of lease/transfer will be made available to bidders as part of the marketing process. Bidders will be required to exchange contracts within a prescribed number of days from the date of being provided with a contract. If exchange does not occur within the prescribed timescale, the offer may be deemed to be withdrawn and the Council may accept an offer from the second ranked bidder
- (o) An overall Register should be kept for all bids received for all asset disposals in addition to the Schedule of bids for a particular disposal.
- (p) Bidders must be informed that bids can, and may, be subject to scrutiny by Overview & Scrutiny Committee and therefore, they will need to identify information that they believe is commercially sensitive and note that after a time period it will no longer be deemed to be commercially sensitive.

Step 7 Instructing Legal Services

The PAM will produce the heads of terms and obtain an Officer Authority to instruct Legal Services. The PAM will then instruct Legal Services to prepare the sale documents and copy BS who will populate the 'legal instruction schedule' for monitoring purposes.

Once the sale process has completed Legal Services notify the AM by sending the case closure notification. They will send a copy of the signed transfer to the CAPS Manager to file in CAPS. The data stored on the CAPS will be updated by BS.

The AM will notify all other stakeholders, including:

- Finance Section
- Insurance Section
- The Client department
- Any other relevant departments or parties

BS will update the 'empty property schedule' as necessary.

4.2 Other Offers

Any offer which, on the evidence available, is considered to be incomplete, insubstantial or in any other way defective, mischievous or frivolous shall be rejected by the Service Head, Asset Management after consultation with the Director of Law, Probity and Governance.

Late Offers are to be accepted at the discretion of the Service Head, Asset Management after consultation with the Director of Law, Probity and Governance who must ensure that details of the offers already received on time have been secured so that no other officer or person has had access to the offers before they are finally opened. This is to ensure that late bids are only considered provided the bids already received have not been opened. Guidance from The Local Government Ombudsman recognises the difficulties facing Councils if a higher offer is received by the Council after another offer has been accepted subject to contract, particularly in view of the obligation for Councils to achieve best consideration. Such difficulties will be less likely to occur if Councils ensure that exchange of contracts takes place quickly after the decision has been made to whom to sell the property.

Where it is clear that a private “auction” is developing, it is recommended that potential purchasers are given a specific date and time to reconsider and submit their highest and final offer. If the Council wishes to impose any conditions upon acceptance, i.e. completion date, this should be made clear. It is also recommended that potential purchasers are informed that the successful bidder would be given a specific period in which to exchange contracts.

4.3 Transactions at less than Market Value

Approval must be obtained from, or on behalf of the Cabinet to disposals or lettings which are proposed to be less than the unrestricted value as defined by the General Disposal Consent (England) 2003 and/or where State Aid issues may arise. The Service Head, Asset Management shall seek the agreement of Cabinet by submitting a report to accept a disposal at an under-value. The report shall make the level of under-value explicit and will need to set out the well-being benefits to be derived and provide a statement that the well-being “value” matches or exceeds the value foregone.

The Council only has powers derived from the Housing Act 1985 to dispose of land to Registered Social Landlords at less than market value or under the terms of the Local Government Act 1972: General Disposal Consent (England) 2003. Other than these generally consented powers, the Council has to seek the consent of the Secretary of State to sell its assets at less than best consideration.

The Council must be able to demonstrate that it has acted reasonably in agreeing a sale at less than market value; that there was an appropriate decision making process and that regard has been had to the Council’s statutory and fiduciary duties (see definitions). Decisions must be robust and defensible and the monetary or benefit assessment of impacts will require detailed individual assessment in every case.

The Service Head, Asset Management will establish and keep under review a timetable for each disposal and will advise the AM&CSB. The Service Head, Asset Management shall provide a detailed report on an agreed basis to the Chief Finance Officer on the progress of disposals for financial planning purposes.

5.0 Authority

Disposal of surplus property will be dealt with through Cabinet. Any report to Cabinet will provide a recommendation from the Service Head, Asset Management about the proposed method of sale and whether the sale should be freehold or long leasehold.

Cabinet will be asked to delegate all matters relating to the sale to officers without referring offers back to Cabinet for final approval.

In all dealings with property matters it is essential that the highest levels of probity and confidentiality are maintained to ensure that best consideration is achieved under the Council's statutory duty.

Members have a both a fiduciary duty and statutory duty under S.123 of the Local Government Act 1972 to the residents of the Borough to obtain best consideration.

6.0 Definitions

"Auction"

An auction quickly concludes completion and identifies the successful bidder who will sign a binding contract at the sale and exchange a 10% deposit. It is particularly suitable for properties for which there is likely to be keen competition from a wide market of potential cash purchasers, or for properties of an unusual nature but for which there is likely to be a ready market. However, it is often inappropriate for properties where the majority of purchasers will prefer to submit offers subject to contract and to minimise the risk of abortive costs, such as development land, housing sites, etc.

"Fiduciary duty"

Fiduciary duty has been described as a duty to act in "a fairly business-like manner with reasonable skill and caution". The relevant principles established from case law can be summarised as follows:

- (a) Local Authorities are under a special duty in the exercise of all their powers to consider the financial consequences for the Rates and Council Tax payers. This duty is proportionate and equivalent to the fiduciary duty owed by a person in the position of trustee.
- (b) In considering the financial consequences of a decision, an Authority is required to conduct a balancing exercise between the interests of those who will benefit from the proposed measure and the cost to Rates and Council Tax payers.
- (c) Failure to have proper regard to their fiduciary duty renders a Local Authority decision liable to challenge on the grounds of illegality.
- (d) The fact that an Authority may have an electoral mandate for their decision is irrelevant to the question of whether the act is ultra vires.

“Formal Tender”

This method of disposal creates contractual certainty as, at the final stage, if an offer is accepted it constitutes a legally binding contract. As with an informal tender, the sale will be advertised with a deadline by which prospective purchasers must submit their bid. Each tender document from the bidders must include the full legal contract for sale and a bankers draft as a deposit on the contract. As soon as the “best bid” is selected, the bankers draft is accepted and contracts are automatically exchanged. The successful bidder is then committed to the contract and will have to complete the sale on the appointed date. This form of sale is generally rarely used due to its complexity.

“Informal tender”

This is a flexible method of securing offers of interest in property since it does not bind either party until completion of negotiations. Property is openly marketed and all offers have to be submitted by a fixed closing date. It does not preclude the purchaser or vendor from seeking to renegotiate more advantageous terms even when the sale is at a fairly advanced stage to take account of any changes in circumstances.

Any risks inherent in this can be partly overcome by stipulating time limits for exchanging contracts. This method allows the Council to view a number of competing proposals on a site where the Council has no fixed policy as to exactly what is required or wanted and where consideration can be given to a number of options without contractual obligations to the parties involved.

“Market Value”

The estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm’s length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

“Special purchaser”

A purchaser to whom a particular asset has special value because of advantages arising from its ownership that would not be available to general purchasers in the market.

“Well-being powers”

The Council will need to meet its obligations in relation to the disposal of assets under Local Government Act 1972 and the General Disposal Consent (England) 2003 disposal of land for less than the best consideration that can reasonably be obtained (“the Consent”).

Under the Consent a Local Authority has discretion to sell at an “undervalue” of up to £2,000,000. Undervalue is defined as “the difference between the unrestricted value of the interest to be disposed of and the consideration accepted”.

Where an under-value of less than £2,000,000 exists an Authority can dispose at less than market value in pursuance of its “well-being” powers. The full definition from the Consent is:

“(a) the Local Authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

- i) the promotion or improvement of economic well-being;
- ii) the promotion or improvement of social well-being;
- iii) the promotion or improvement of environmental well-being; and

(b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds)".

These are often referred to as the Council's "well-being powers".

Where an Authority intends to dispose of land where the difference between the unrestricted value of the interest to be disposed of and the consideration accepted ("the undervalue") is more than £2,000,000 (two million pounds) the requirement is for Authorities to seek specific consent from the Deputy Prime Minister and First Secretary of State ("the Secretary of State").


In determining whether or not to dispose of land for less than the best consideration reasonably obtainable, and whether or not any specific proposal to take such action falls within the terms of the Consent, the Authority should ensure that it complies with normal and prudent commercial practices, including obtaining the view of a professionally qualified valuer as to the likely amount of the undervalue.

It will be for the local authority to decide whether any proposed disposal requires specific consent under the 1972 Act, since the Secretary of State has no statutory powers to advise authorities that consent is needed in any particular case. Once an application for a specific consent is submitted, the Secretary of State is obliged to make a decision on the proposed disposal on its merits. However, if he is of the opinion that his consent is not required (ie the sale is not at an undervalue), or if he believes that the case falls within the terms of the Consent, his statutory function to give specific consent will not arise. Where an authority is uncertain about the need to seek consent, it may wish to seek its own legal advice on the matter. An authority may find it useful to keep its appointed auditor informed of any legal advice it receives and the proposed action it wishes to take. An auditor has a duty to consider whether the authority is acting lawfully.

Applications for specific consent should be sent to the Secretary of State via the Director of Planning at the Government Office for the relevant Region. The Secretary of State will require the following information:

- i)** a written description of the site and buildings, its physical characteristics, location and surroundings together with a plan which should be accurate enough to allow it to be used to identify the land in the Secretary of State's decision in cases where consent is given;
- ii)** a written description of the authority's tenure and a summary of the details of any leases, encumbrances, such as easements etc, to which it is subject. Details should be given of the purpose(s) for which the authority holds the land. Normally land is held for the purposes of the power under which it was acquired, or taken on lease, unless it has since been formally appropriated to another purpose;
- iii)** a written description of the existing use(s), current planning consents and alternative planning uses(s) that are likely to be permitted;
- iv)** a summary of the proposed transaction, noting the reasons for disposing at an undervalue, the key terms and any restrictions to be imposed by the authority; and
- v)** a detailed Valuation Report covering the matters listed in the Technical Appendix, and signed by a qualified valuer (a member of the RICS). The Department would normally expect the valuation to have been undertaken no earlier than six months before the submission.

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<p>Cabinet 8 April 2015</p>	
<p>Report of: Overview and Scrutiny Committee</p>	<p>Classification: Unrestricted</p>
<p>Planning in conservation areas: The implications of conservation areas on the extension of family homes – Scrutiny Challenge Session</p>	

Lead Member	Councillor Rabina Khan, Cabinet Member for Housing and Development
Originating Officer(s)	Vicky Allen, Corporate Strategy and Equality
Wards affected	All Wards
Community Plan Theme	A Great Place to Live
Key Decision?	No

Executive Summary

The report submits the report and action plan in response to the scrutiny challenge session on planning in conservation areas: The implications of conservation areas on the extension of family homes.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

1. REASONS FOR THE DECISIONS

- 1.1 This report submits the report and recommendations of the Planning in conservation areas scrutiny challenge session for consideration by the Overview and Scrutiny Committee.
- 1.2 Overview and Scrutiny identified a concern amongst some residents that the planning constraints in conservation areas are adversely affecting the ability of homeowners to remain in the borough as their families grow. This is due to planning controls over extending properties within conservation area. The issue predominately affects Victorian and Edwardian terraced properties, with the majority of these properties being in a conservation area. Tower Hamlets has 58 designated conservation areas, covering around 26 percent of the borough’s land mass.
- 1.3 The focus of the challenge session was therefore to see if a middle-ground

could be found between preserving the special character of conservation areas and finding solutions for modern family living. The Challenge Session looked to explore what changes to planning policy, practice or procedures could be made to address these concerns, whilst still protecting the character of Conservation Areas.

2. ALTERNATIVE OPTIONS

- 2.1 To take no action. This is not recommended as the proposed recommendations are strategic, measurable and attainable. A timetable for delivering the recommendations has also been agreed by Officers at the most senior levels of the organisation. The action plan is outlined in Appendix Two.
- 2.2 To agree some, but not all recommendations. As outlined above all of the recommendations are achievable at little additional cost to the organisation. Although the scrutiny review group is confident all the recommendations will be addressed, there may be reasons for not accepting all of them.

3. DETAILS OF THE REPORT

- 3.1 The challenge session took place on 17th November 2014 and was chaired by Cllr Joshua Peck, Chair of Overview and Scrutiny.
- 3.2 The objectives of the challenge session were to answer the following questions:
 - What changes to planning policy or practice are possible, which still protect the character of conservation areas;
 - What improvements could be made in the planning application process in relation to extensions in conservation areas.
- 3.3 The report with recommendations is attached at Appendix One. Six recommendations have been made:

RECOMMENDATION 1:

The Council should recognize the detrimental impact that some planning restrictions are having on residents and the social capital of an area and redress the balance in favour of planning applicants, whilst still seeking to protect and enhance the Borough's heritage.

RECOMMENDATION 2:

Amend DM27 to:

- be more permissive towards extensions, particularly mansard roofs within Conservation Areas;

- be more specific about what may and may not be appropriate within individual Conservation Areas (rather than having a blanket policy); and
- rely more strongly on the individual Conservation Area Assessments for decision-making on extensions

RECOMMENDATION 3:

Individually refresh the Conservation Area Character Appraisal and Management Documents for the eight Conservation Areas with family dwelling houses where householders submit the most planning applications:

- Appraise properties within each Conservation Area and categorise them according to their suitability for extensions;
- Identify criteria where it would be possible to build additional roof storeys and back extensions and possible restrictions;
- Include detailed technical notes for repairs and restoration work and for extensions, back up by photo visuals to avoid ambiguity

RECOMMENDATION 4:

Write a policy for underground extensions and basements as part of the Local Plan refresh.

RECOMMENDATION 5:

Consult with residents in Conservation Areas on the use of Article 4 Directions to further restrict development as part of the Local Plan refresh.

RECOMMENDATION 6:

In line with any new approach to permitting roof extensions, create new Supplementary Planning Guidance for mansard roof extensions in Conservation Areas (and following this other issues) in order to help people plan, and understand the decision making process and the reasons why some changes be acceptable or not. The guidance should:

- Be clearly illustrated with examples of best practice to allow it to be readily and easily understood by non-professionals;
- Be prescriptive and consistent where materials for extensions and renovations are not appropriate.
- Set out permitted standard designs for additional roof storeys and rear extensions where planning is approved.
- Incorporate the principles of this guidance when refreshing the Conservation Area Character Appraisal and Management Guidance.

- 3.4 This review was timely as the refresh of the Council's Local Plan is due to commence in 2015/16 and is a two year process to completion. Recommendations 2, 4 and 5 relate to areas which form part of the Local Plan, and the actions relating to them will be absorbed into the refresh which is subject to a statutory procedure and timescales. The refresh will be subject to an Examination in

Public in 2016, after which the document will be taken back to Cabinet and Full Council for ratification, which is anticipated in the following year.

- 3.5 Recommendations 1 and 3 are not bound by statute and recommendation 6 requires public consultation but no independent examination. It is the intention that the actions relating to these recommendations will be completed and taken to Cabinet for approval by the end of the next financial year. They will then be implemented to inform residents' planning in Conservation Areas.
- 3.6 The report with recommendations is attached as **Appendix One**. The action plan which accompanies the report is attached as **Appendix Two**.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 Following a Scrutiny challenge session on 17 November 2014, this report provides an update on the implications of conservation areas on the extension of family homes.
- 4.2 The recommendations resulting from the report are outlined in paragraph 3.4 above. The majority of the recommendations are associated with reviewing and updating policies and planning documentation – the main costs associated with these relating to officer time and the undertaking of a formal consultation process. All associated costs must be met from within existing revenue budgets.

5. LEGAL COMMENTS

- 5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Executive to provide a response.
- 5.2 Following the Scrutiny challenge session, the attached report makes a number of recommendations which aim to protect and enhance the Borough's heritage, whilst providing more flexibility and guidance to those wishing to carry out extensions and other forms of development to properties within the Borough's conservation areas. The attached Scrutiny report sets out the relevant planning policy relating to conservation areas.

- 5.3 Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 requires that with respect to any buildings or other land in a conservation area, in taking decisions on planning applications the decision maker must pay special attention to the desirability of preserving or enhancing the character or appearance of that area. Case law suggests that whilst an assessment of the degree of harm is a matter for planning judgment, once a decision maker considering a proposal finds that there is harm to a conservation area they must give considerable weight to the desirability of avoiding that harm, and it is not enough to ask whether the benefits of a development outweigh the harm.
- 5.4 Any amendments to the Council's local plan would need to go through the statutory procedure set out in The Planning and Compulsory Purchase Act 2004 and The Town and Country Planning (Local Planning) (England) Regulations 2012. This includes inter alia extensive consultation and an independent examination. There is also a prescribed procedure which must be followed before a Supplementary Planning Document (SPD) can be adopted, involving two stages of public consultation. No independent examination is required prior to the adoption of a SPD because they are not development plan documents and carry less weight in decision making. Supplementary Planning Documents must not conflict with the adopted development plan.
- 5.5 Permitted development rights can be removed by a local planning authority through a direction made under Article 4 of the Town and Country Planning (General Permitted Development) Order 1995 ("the GPDO"). Guidance in the National Planning Policy Framework provides that the use of Article 4 directions to remove national permitted development rights, should be limited to situations where this is necessary to protect local amenity or the wellbeing of the area. Article 4 Directions are commonly used to provide a greater level of protection in conservation areas. Where development has been restricted by an Article 4 direction planning permission will be required. The procedure for making an Article 4 direction is set out in Articles 5 and 6 of the GPDO. Any proposal to make any Article 4 direction in respect of the Borough's conservation areas should commence with consultation.
- 5.6 In carrying out its functions, 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). The Council will have to comply with this duty in bringing forward and taking decisions on any proposed changes and appropriate screenings or equalities assessments will need to be undertaken.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Whilst the Council's focus is rightly social housing, the lack of supply of 4 and 5 bedroom houses has caused a housing predicament amongst some residents with growing families who live in period houses in one of the borough's many conservation areas.
- 6.2 The majority of the borough's period houses are located within a conservation area and therefore the residents who live in them are restricted in when it comes to building extensions.
- 6.3 Some householders have moved out of the borough in order to find larger period houses to suit the needs of their growing families. Families moving out of neighbourhoods can have a detrimental effect on community, social capital and economic prosperity in an area.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 There are no direct environmental implications arising from the report or recommendations.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 There are no direct risk management implications arising from the report or recommendations.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 There are no direct implications of crime and disorder as a result of the recommendations of this review.

10. EFFICIENCY STATEMENT

- 10.1 There are no direct efficiency implications as a result of the recommendations of this review. Three recommendations (2,4 and 5) will be incorporated into the refresh of the Council's Local Plan which is already programmed to commence in 2015/16.

Appendix One: Planning in Conservation Areas: The implications of conservation area on the extension of family homes – Scrutiny Challenge Session Report

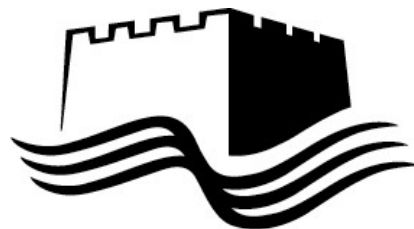
Appendix Two: Action Plan

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

- None

**Planning in Conservation Areas:
The implications of conservation area on the extension of
family homes**

Scrutiny Challenge Session Report



TOWER HAMLETS

**London Borough of Tower Hamlets
November 2014**

Councillor Joshua Peck

Chair of the review panel, Chair of Overview and Scrutiny

Tower Hamlets is special because of our unique history and because of our people.

The history of our borough in the history of our nation. It is the story of our treasured institutions: from the founding of the NHS by the post-war government of Limehouse MP Clement Attlee, to the home of the Crown Jewels at the Royal Palace of the Tower of London. It is the story (good and bad) of the wealth and power of our nation, built on the trade of British Empire flowing through our docks, now replaced by international finance flowing through Canary Wharf. It is the birth of the trade union movement, at those same docks, as well as the Bryant and May Match Factory in Bow. It is the fight against fascism on Cable Street and then during the Blitz. It is the story of the waves of immigration – Huguenot, Jewish, Irish, Bangladeshi – that over time have enriched our culture, our language and our cuisine. And it is a tale of firsts: the world's first public park at Victoria Park and the world's first social housing at the Boundary Estate. All around us is incredible heritage, built and intangible, that make our borough very precious.

The people of Tower Hamlets are no less special. Ours is a community that has changed dramatically over the centuries, but which has always retained the resilience, spirit and warmth that the East End is famous for.

It is therefore an irony that it is precisely these two things – our heritage and our people – that come into conflict when it comes to housing in our borough. We regularly talk about a housing crisis in Tower Hamlets but when we do, we mean social housing. Rightly so, given the desperate situation facing many of our residents. But housing problems are not limited to those living in social housing and many of our residents who own their own homes also struggle with housing problems, not least because of the very short supply of larger family homes in the borough. In the nine years I have been a councillor, I have been approached many times by residents who love living here and desperately want to stay, but who are forced to leave because, in the absence of a supply of larger family homes, the Council doesn't always allow them to extend their home. Our Conservation Area policy – essential in protecting our built environment – has been applied in a way that doesn't recognise that houses are for people, and heritage can only survive if it is allowed to be given on-going life by those people.

If the British Museum's Great Court can be given a contemporary roof, if the Louvre can gain a glass pyramid, if King's Cross can sprout a curving extension, then surely it must be possible for rows of Victorian houses to be extended in a way that protects and indeed enhances their historic value, and enables our residents to stay in our borough.

I hope the recommendations in this report result in a real change in our policy and therefore the lives of many of our residents. It is time.

I would like to thank the officers who made this report possible, the speakers who contributed to our session, the Councillors who came along, Cllr Khan for giving her time and most of all the residents who came and made their case so powerfully.

Summary of recommendations

RECOMMENDATION 1:

The Council should recognise the detrimental impact that some planning restrictions are having on residents and the social capital of an area and redress the balance in favour of planning applicants, whilst still seeking to protect and enhance the Borough's heritage.

RECOMMENDATION 2:

Amend DM27 to:

- be more permissive towards extensions, particularly mansard roofs within Conservation Areas;
- be more specific about what may and may not be appropriate within individual Conservation Areas (rather than having a blanket policy); and
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- Be prescriptive and consistent where materials for extensions and renovations are not appropriate.
- Set out permitted standard designs for additional roof storeys and rear extensions where planning is approved.
- Incorporate the principles of this guidance when refreshing the Conservation Area Character Appraisal and Management Guidance.

1. INTRODUCTION

- 1.1 Tower Hamlets is varied and rich in international, national and locally important heritage that make up its distinct character. The borough's Conservation Strategy describes heritage in Tower Hamlets as being influenced by trade and industry, migration and change and can be found in our buildings, archaeology, parks, open spaces, views, heritage collections and intangible heritage.
- 1.2 All councils as Local Planning Authorities (LPAs) have a general duty towards conservation in the exercise of their planning functions. The Planning (Listed Buildings & Conservation Areas) Act 1990 requires Local Planning Authorities to pay special attention to the desirability of preserving or enhancing the character or appearance of areas of special architectural and historic interest. Local Planning Authorities manage irreplaceable heritage assets so that they can be enjoyed by current and future generations by using their powers to designate Conservation Areas.
- 1.3 However, the duty to preserve the borough's heritage can be seen as being in tension with the need of our built heritage to continually evolve to meet the changing needs of our residents. The lack of supply of family-sized houses has caused a housing predicament amongst some residents with growing families who live in period houses in one of the borough's Conservation Areas and have therefore been unable to extend their homes.
- 1.4 There is a high level of concern amongst some Councillors and residents that restrictions on expanding these properties discourage the residents who live in them from putting down roots as their families grow, which has a detrimental effect on those communities.
- 1.5 The aim of the Challenge Session was to explore what changes to planning policy, practice or procedures could be made to address these concerns, whilst still protecting the character of Conservation Areas. The session was chaired by Cllr Joshua Peck, Chair of Overview and Scrutiny. It took place on Monday 17th November 2014.
- 1.6 The session was attended by:

Cllr Joshua Peck	Chair of Overview and Scrutiny Committee (Bow West Ward)
Cllr Rabina Khan	Cabinet Member for Housing Development (Shadwell Ward)
Cllr John Pierce	Weavers Ward
Cllr Amina Ali	Bow East Ward
Cllr Asma Begum	Bow West Ward
Sara Crofts	The Society for the Protection of Ancient Buildings (SPAB)
Tom Burke	Westminster Council Planning
Jonathan Freegard & Mellis Haward	Tower Hamlets Conservation & Design Advisory Panel (CADAP)
Tom Gill & Keith Whiteside	Residents, Medway Conservation Area
Owen Whalley	Service Head for Planning and Building Control,

	Tower Hamlets Council
Mark Hutton	Team Leader Strategic Planning / Conservation, Tower Hamlets Council
Andrew Hargreaves	Borough Conservation Officer, Tower Hamlets Council
Vicki Lambert	Heritage and Design Officer, Tower Hamlets Council
Vicky Allen	Strategy, Policy and Performance Officer, Corporate Strategy & Equality, Tower Hamlets Council

- 1.7 In addition, the session was attended by approximately 50 residents from various Conservation Areas across the borough.
- 1.8 The Scrutiny Challenge Session took the format of an evening meeting which was held in St. Paul Old Ford Church. An article in the Council's newspaper East End Life invited residents to participate, and the chairs of several residents associations located within Conservation Areas were invited to attend.
- 1.9 The agenda for the session included an introduction to the key issues under review by Councillor Joshua Peck. Following this, attendees heard from two residents of the Medway Conservation Area who were in favour of relaxing planning controls. They spoke about not being able to extend houses within a Conservation Area and its impact on their family lives. They also gave witness statements for several other families who had either moved out of the borough or were considering doing so because they needed more living space.
- 1.10 A presentation from the Council's Head of Strategic Planning and Conservation provided background facts about the Conservation Areas in the borough and information about the Council's policy approach to planning in Conservation Areas. Attendees then heard from the Society for the Protection of Ancient Buildings (SPAB) who provided a practitioners perspective. A member of the Conservation Team at Westminster City Council presented their approach to planning in Conservation Areas, and the Conservation and Design Advisory Panel (CADAP) spoke about their role and the work they were currently undertaking in reviewing their Conservation Area Character Appraisals. These presentations were followed by a question and answer session.
- 1.11 Residents were then invited to take part in a workshop session where they were asked to provide suggestions to the core question for the session: To better meet the needs of growing families living in Conservation Areas:
- a) What changes to planning policy or practice are possible, which still protect the character of Conservation Areas? and
 - b) Are there any improvements that could be made in the planning application process in relation to extensions in Conservation Areas?

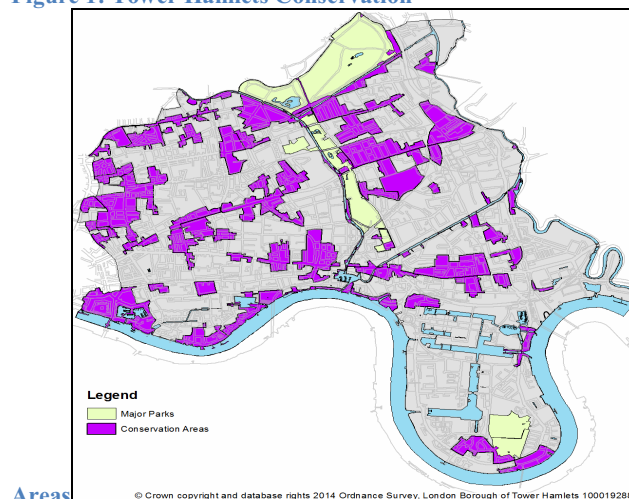
2. NATIONAL LEGISLATIVE AND POLICY BACKGROUND

What is a Conservation Area?

- 2.1 Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990** gives powers to Local Planning Authorities (LPAs) to identify any 'areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance' and designate them as Conservation Areas. It also obliges LPAs to consult and have regard for the views of the public, English Heritage and other local amenity groups. In addition LPAs are required to formulate and publish proposals for the preservation and enhancement of any parts of their area which are Conservation Areas, including the mechanism for reviewing them.
- 2.2** All householders are able to make certain changes to their properties without planning permission and these are outlined in the Permitted Development for Householders Technical Guidance from the Department for Communities and Local Government. The ability to alter properties in a way which needs planning application approval for house owners in Conservation Areas is controlled by planning policy. This includes some additional controls on the external appearance, design and the choice of materials for alterations or refurbishment, potentially increasing costs. The controls are articulated in the Council's Local Plan policies and the Conservation Area Character Appraisal and Management Documents (Conservation Area CA&MD) for each Conservation Area. Overall English Heritage estimates that over 9,800 Conservation Areas have been designated in England since the 1960s.
- 2.3 Article 4 Directions** can be made by LPAs, following public consultation, when further control of development in a Conservation Area is desirable. If a single family dwellinghouse is covered by an Article 4 Direction, additional Planning Permission is required to carry out some minor external alterations or home improvements - such as changing doors and windows or painting brickwork on the outside of a property. There are, however, currently no Article 4 Directions in place in Tower Hamlets.
- 2.4** Section 12 of the **CLG National Planning Policy Framework (NPPF)** sets out the Government's strategic framework for conserving and enhancing the historic environment. It states that LPAs should set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay or other threats, taking into account:
- The desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation;
 - The wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring;
 - The desirability of new development making a positive contribution to local character and distinctiveness; and

- Opportunities to draw on the contribution made by the historic environment to the character of a place
- 2.5 When considering the designation of conservation areas, LPAs are directed to ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest. The guidance also states that the effect of an application on the significance of non-designated heritage assets should be taken into account in determining the application. In weighing applications that affect directly or indirectly non-designated heritage assets, a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the heritage asset. The guidance also requires LPAs to make information about the significance of the historic environment, gathered as part of plan-making or development management, publicly accessible.
- 2.6 Tower Hamlets has 58 Conservation Areas and over 2000 Listed. Approximately 25% of the borough's land mass (excluding parks and bodies of water) is in a Conservation Area. This compares with 25-30% of Hackney, 50% in Islington, and 75% in Westminster. A map showing the Conservation Areas in the borough is shown below and Appendix 1.

Figure 1: Tower Hamlets Conservation



Living in a conservation area

- 2.7 In 2012 English Heritage commissioned a report from the London School of Economics and Political Science (LSE) called '**An Assessment of the Effects of Conservation Areas on Value**'. The report looked into the costs and benefits that are associated with a location of a property inside or near a Conservation Area, and some of the softer benefits of conservation designation including: encouraging identity, community cohesion and promoting regeneration.
- 2.8 The research concluded that the benefits of living in a Conservation Area outweighed those of not living in a Conservation Area. The research found that there was on average, a price premium of about 23% for properties inside designated Conservation Areas, although this was at least in part due to

favourable property and location characteristics that are associated with conservation designation.

- 2.9 The report surveyed a variety of people including homeowners living in Conservation Areas and found that residents had high satisfaction with the built environment and had positive feelings of community and neighbourliness in their local area.
- 2.10 The study also found that some residents rationalised and accepted planning decisions that were not necessarily favourable to them but were perceived to be in the interests of the Conservation Area generally, highlighting the importance local residents placed on the Conservation Area.

Conservation Area Designation

- 2.11 There are a number of ways in which the designation of a Conservation Area may be triggered: through Officers duties under the Planning Act as outlined in 2.1 above; the request to designate may be raised as part of the development management process when considering new developments; or requested by residents and Members.
- 2.12 An analysis of the request is undertaken by preparing a draft Conservation Area Character Appraisal. The proposal is taken by Officers to the Mayor seeking approval for public consultation. The Council has a duty to consult on Conservation Area designation both with the public, through public meetings, and with statutory amenity bodies such as English Heritage. Following consultation, and taking into account the consultation, proposals are taken back to the Mayor for approval. The mechanism for reviewing Conservation Areas is not currently formalised. However following the Scrutiny Challenge Session, Officers have agreed that a review will be undertaken every five years including public consultation.

LOCAL CONTEXT

Strategic Approach to Conservation

- 2.13 Tower Hamlets planning policy consists of a series of documents, as required by law, that set out the Council's approach to managing development by assessing planning applications to create a more vibrant, sustainable community. The **Local Plan for Tower Hamlets** comprises of the **Core Strategy** and **Managing Development Document (MDD)**. The Core Strategy identifies the range of heritage assets that exist in the borough and their contribution to the character, history and heritage of the borough. The MDD contains a set of policies to control development and use of land in the borough. These policies are in conformity with the London Plan and the NPPF
- 2.14 MDD policy **DM27** relates to the management of the borough's heritage and historic environment. It states that the Council takes a proactive approach through its Conservation Strategy to protect and enhance Tower Hamlets' heritage resources, to ensure that it can be appreciated and enjoyed by current and future generations. Planning decisions will be informed by the nature,

extent and level of significance of heritage assets. To help conserve heritage assets, an appropriate and viable use must be consistent with their conservation. However restrictions on development in a historic environment should not be used to hinder otherwise satisfactory development.

2.15 The MDD explains that the alteration, extension, change of use, or development within a heritage asset will only be approved where:

- It does not result in an adverse impact on the character, fabric or identity of the heritage asset or its setting;
- It is appropriate in terms of design, scale, form, detailing and materials in its local context;
- It enhances or better reveals the significance of the asset or its setting;
- Opportunities to mitigate or adapt to climate change through the re-use or adaptation are maximised; and
- In the case of a change of use, a thorough assessment is carried out of the practicability of retaining its existing use and the wider benefits of the proposal use.

Further information about the national and local planning documents relating to conservation of the historic environment is contained in Appendix 2.

Policy and Practice within Conservation Areas

2.16 The **MDD** sets out that in implementing planning policy DM27 within Conservation Areas, the Council may allow:

- Additional roof storeys to buildings, but not where they would harm the significance, specifically the appearance and character, of terraces or groups of buildings where the existing roof line is of predominantly uniform character.
- A rear extension, provided it does not harm the significance specifically that it does not extend beyond the general rear building line of the terrace or group; it does not rise above the general height of extensions in the terrace or group; and it does not destroy the uniformity or rhythm of the terrace or group.

2.17 **Character Appraisal & Management Guidelines** for all of the Council's Conservation Areas have been prepared within the last 5 years to provide detailed information about the area's architectural and historic character and to provide an overview of planning policy and propose management guidelines on how this character should be preserved and enhanced in the context of appropriate on-going change.

2.18 Permitted development is uniform across the borough (including in Conservation Areas) as Tower Hamlets has not enacted Article 4 powers. Where planning permission is required, Officers have a duty to take a balanced approach to the use of policy when comparing other development needs with heritage preservation. Whilst referring to the guidance in DM27 and the Conservation Area CA&MDs, consideration is also given to the other policies in the MDD, such as policies on delivering homes and affordable housing (DM3).

Analysis of demand for extensions

2.19 This challenge session arose because there was a concern by some residents and Members about the lack of availability of 3, 4 and 5 bedroom

family houses. With planning permissions restricted by Conservation Area designation, many residents in attendance expressed that they were considering moving away from the area in order to gain more space to meet the needs of their growing families.

- 2.20 Analysis of housing size and type in Tower Hamlets indicates that the borough has a lower proportion of both houses and family-sized homes in the borough than the London average. 14% of the overall stock in the borough is classified as a house compared to 28% of stock London-wide. The majority of the borough's period houses are located within a Conservation Area.
- 2.21 The proportion of family-sized homes in the borough is the 3rd lowest in inner-London. Family sized housing is defined as properties which have 3 or more bedrooms. Census data indicates that 28% of all stock in the borough is family-sized (including both houses and flats) compared to the London average of 46%. Of the 101,257 dwellings in the borough just over 10,000 are family sized houses equating to almost 10% of the borough's stock.
- 2.22 There are fewer period properties in Tower Hamlets than other boroughs, with 36% ¹of private stock in Tower Hamlets having been built since 1990, compared to 12%² nation-wide.
- 2.23 Whilst there is demand for enhancements, alterations and extensions of all types, there is a particular interest in additional roof storeys or '**mansard roof extensions**'. When asked by the Chair how many of the 50 or so residents at the meeting had come because of concerns about the restrictions on mansard roofs, a large majority of the attendees raised their hands. Mansard roofs are popular because they make maximum use of space, and are viewed as being sympathetic to the existing architecture (many Victorian and Georgian homes were originally built with mansards). A mansard roof has two slopes on each of the four sides. The lower slope is so steep that it can look like a vertical wall with dormers. The upper slope has a low pitch and is not easily seen from the ground. A mansard roof has no gables. Mansard roofs are considered especially practical because they allow usable living quarters to be placed in the attic. For this reason, older buildings are sometimes remodelled with mansard roofs. As 'mansard' is a specific term, this report refers to the general term '**additional roof storeys**' because whilst these can be mansards they can often take on other forms of design.

Figure 2: Example of a typical 'Mansard' Roof



¹ 2011 private sector stock conditions survey
² 2009 English housing survey

- 2.24 The Chair asked why the Council, as a Local Planning Authority, applied a ban on alterations to the Borough's terraces whereas the historical buildings such as the British Museum, King's Cross Station and the building in which the meeting was being held in had all been able to have extensions or alterations made to them. The Team Leader Strategic Planning/Conservation said that it was a matter of quality and design.

3. KEY FINDINGS AND RECOMMENDATIONS

- 3.1 The aim of the Challenge Session was to see if a middle-ground could be found between preserving the special character of Conservation Areas and supporting the extension of family homes. To this end, residents heard evidence from Officers from the Council's Planning and Conservation service, SPAB, Westminster Council, and the CADAP. They were asked to consider what changes to planning policy or practice are possible, which still protect the character of Conservation Areas; and to identify any improvements that could be made in the planning application process in relation to extensions in Conservation Areas. Residents identified issues relating to balance, consistency, enforcement and clarity.

Getting the balance right

- 3.2 All residents agreed that there was a positive value to living in a Conservation Area. However Members and many of the residents were not convinced that the removal of blanket-ban on extensions, especially additional roof storeys, would have a subsequent detrimental impact on the character of their Conservation Area.
- 3.3 Two residents of **Medway Conservation Area** spoke about how not being able to extend family homes, due to the planning restrictions placed on their houses, had detrimentally impacted on their family lives. One family had their planning application for an additional roof storey extension turned down, despite the proposed extension being set so far back that it would not have been visible from the street. They gave examples of families who had moved away, and some that were considering doing so, because of the effective ban on additional roof storeys. They spoke about the effect this had on friendships, their children's schooling, the sense of community and of a feeling that there was a loss to the social capital for the area. They felt that enabling families to stay in their homes, by allowing extensions, would help to create a cohesive community where families can put down roots. They felt that this was better than the risk of a transient population which could be caused by houses being bought for buy-to-let.
- 3.4 Many residents agreed with the idea that the character of an area is defined as much by its resident community as the character of the properties within it, and that those communities can be destroyed when families move out of an area because planning restrictions prohibit them to extend their property.
- 3.5 The speakers from the Medway Conservation Area felt that adding an additional roof storey to the properties in their Conservation Area would not be detrimental to the overall look of the area, if they are done sympathetically. Another resident felt that building a well-designed extension was a way of investing in the houses in Conservation Areas, bringing them up to date, and

restoring them so that they are still relevant for family living in another 100 years-time.

- 3.6 Jonathan Freegard and Mellis Haward from the borough's **Conservation and Design Advisory Panel (CADAP)** spoke about their role in providing the Council with independent professional specialist design and conservation advice and evaluation of new developments. Jonathan Freegard felt that that where done well, mansard-style roofs can liven up the streetscape compared to a continuous line of high parapets. Many attendees considered that on balance, additional roof storeys were cheaper, more in keeping with Victorian origins, and less disruptive to neighbours than digging out an additional floor below ground level, as had been permitted by the Planning Authority in many Conservation Areas.
- 3.7 Not all attendees who were pro-extensions were so because of needing additional space for expanding families. One resident spoke about wanting to restore her property, to bring it up modern standards, by creating an extension in order to accommodate an upstairs bathroom. Another resident talked in the break-out session about needing the space to care for an elderly relative with dementia
- 3.8 Cllr Rabina Khan, Cabinet Member for Housing and Development spoke about the need for planning regulations to be supportive of the complex needs that some families have. For example adaptations and additional space to accommodate the needs of older or disabled people, supporting them to live independently.
- 3.9 However, there were some residents at the session who opposed the relaxing of any planning restrictions in Conservation Areas. Whilst sympathetic to the dilemma facing growing families, several residents felt that residents should accept the conditions and compromises that living in a Conservation Area brings – otherwise the character that makes the area special is at risk of being lost. Some residents complained about the loss of amenity, such as light, and the disruption that building extensions brings. Finally, one resident felt that allowing property expansion in one area could be a green light to more extreme requests in the future– for example replacing garden sheds with annex homes or excavating extensive basements.
- 3.10 Sara Crofts from **SPAB** quoted SPAB's founder William Morris: '*we are only trustees for those that come after us*'. She spoke about the Society's statutory role as adviser to local planning authorities. SPAB have a firm set of principles about how old buildings should be repaired and the practical knowledge to show how these can be put into effect. She explained that not all terraces are the same and what works well in one terrace may not be suitable elsewhere - although it can be difficult to get people to appreciate these subtle differences and their implications. Sarah Crofts outlined the importance of Local Planning Authorities having a full and detailed understanding of the different characters of their various Conservation Areas. She added that where there are new developments, these works needed to respect the continuity of the streetscape in terms of building lines and heights, as well as details, materials and careful design.
- 3.11 In preparation for the session, Scrutiny sought the view of English Heritage who provided written evidence. English Heritage appreciated people's desire to enlarge existing properties, and understood the great pressure on space in

an inner-London borough like Tower Hamlets. However they felt that extending period houses in Conservation Areas should be considered within the context of other factors, such as the availability of existing or planned larger family homes and the risk that larger older properties could be sub-divided further reducing the availability of large family sized homes. Planning officers have pointed out that the Council already has a policy that deals with this concern, as it prohibits the sub-division of family sized homes.

- 3.12 English Heritage's view is that the scale of many of the smaller Victorian properties is such that even where extension is possible, this is unlikely to provide the longer term scale of space and demand. This does not accord with the views of many local residents however, who are clear that an additional bedroom or two would be sufficient to accommodate their families. English Heritage argues that this issue could potentially only be resolved through planning for larger homes within new developments. This does not fully address the fact that many residents choose to live in period homes, rather than new build developments.
- 3.13 On balance, the Challenge Session Members considered that the needs of residents are not adequately met by the Council's current policy and practice with regards to extensions to homes within Conservation Areas. They further considered that it would be possible – with high quality, appropriate design – to add mansard roof or other extensions to homes within Conservations Areas, without damaging the heritage and in some cases it may even enhance it.

RECOMMENDATION1:

The Council should recognise the detrimental impact that some planning restrictions are having on residents and the social capital of an area and redress the balance in favour of planning applicants, whilst still seeking to protect and enhance the Borough's heritage.

RECOMMENDATION 2:

Amend DM27 to:

- be more permissive towards extensions, particularly mansard roofs within Conservation Areas;
- be more specific about what may and may not be appropriate within individual Conservation Areas (rather than having a blanket policy); and
- rely more strongly on the individual Conservation Area Assessments for decision-making on extensions.

Clarity of policy and practice

- 3.14 The Council's Local Plan currently sets out policies that control development in Conservation Areas generally and in particular for additional storeys. Many residents expressed a wish to see these policies changed in some Conservation Areas to allow the extension of family houses.
- 3.15 At the session Tom Burke, Head of Design and Conservation at **Westminster City Council** gave an overview of the approach taken to planning in residential Conservation Areas in the borough. Westminster undertakes audits which individually appraise each property within the Conservation Area and categorise them according to their suitability for extensions.

Supplementary Planning Guidance on roof extensions and on development and demolition in Conservation Areas is provided and cross referenced in the Character Appraisals. This guidance includes technical drawings and notes backed up by photographic visuals to avoid ambiguity. By using colour coding within the conservation character appraisals, along with detailed planning information, Westminster felt that their approach provided residents with a clear steer on where rear extensions and additional roof storeys would be acceptable.

- 3.16 CADAP said that, on behalf of the Council, they had been asked to look at the issue of extensions to family homes in the eight Conservation Areas which receive the most planning applications (Chapel House, Driffield Road, Fairfield Road, Jesus Hospital Estate, Medway, Tredegar Square, Victoria Park and York Square Conservation Areas). CADAP felt that the Council could better manage change in its Conservation Areas by enhancing the existing Character Appraisals to identify, areas if any, where they considered extensions would be appropriate.
- 3.17 **English Heritage** identified Conservation Area Appraisals produced by [Brent](#) and [Barnet](#) as examples of good practice. They are similar to the previous examples given by Westminster Council and CADAP, in that they give clarity by providing more detailed information and advice for homeowners.
- 3.18 Participants agreed that they would like to see the Council revise the Character Appraisal and Management Guidelines for each Conservation Area. There was support for the example from Westminster Council, where each property was individually evaluated with a view to identifying suitability for extensions. Residents who were pro-extensions agreed the importance of getting this right - otherwise there was a real risk that any extension or enhancements would be detrimental to the character of the Conservation Area.
- 3.19 However it was also recognised that a balance should be struck between the Westminster City Council approach and the Council's current approach, as there is a risk that undertaking such detailed audits could lead to rules on planning in Conservation Areas becoming more prescriptive and restrictive.

RECOMMENDATION3:

Individually refresh the Conservation Area Character Appraisal and Management Documents for the eight Conservation Areas with family dwellinghouses where householders submit the most planning applications:

- Appraise properties within each Conservation Area and categorise them according to their suitability for extensions;
- Identify criteria where it would be possible to build additional roof storeys and back extensions and possible restrictions;
- Include detailed technical notes for repairs and restoration work and for extensions, back up by photo visuals to avoid ambiguity

- 3.20 Councillor John Pierce asked for clarification on the Council's position on underground extensions e.g. basements. It was noted that there is currently no policy on this type of extension as these are relatively new to the borough. It was agreed that a policy covering basement conversions and other underground extensions should be written as part of the Local Plan review.

The Committee felt that, on the whole, these were often intrusive and damaging to heritage.

RECOMMENDATION 4:

Write a policy for underground extensions and basements as part of the Local Plan refresh.

Differentiation of approach between different needs of various CAs

- 3.21 Whilst there was a general feeling that there should be consistency in decision-making, especially within Conservation Sub-Areas, there was also agreement that rules should not be developed with a blanket approach borough-wide. CADAP members felt that there was a need for clearer guidance on what is allowed; identifying the special characteristics of the various Conservation Areas that need to be preserved. For example, the Jesus Hospital Estate was cited as affording special protection because of the highly attractive and unaltered nature of so much of the building stock which forms part of its distinctive character.

RECOMMENDATION 5:

Consult with residents in Conservation Areas on the use of Article 4 Directions to further restrict development as part of the Local Plan refresh.

Consistency in approach

- 3.22 Many residents complained about a lack of consistency in the application of the Council's planning policy and the advice given by Officers which they felt was unfair. One resident cited an example where a neighbour had been granted planning permission in 2006 but did not proceed, however when she applied for the same planning permission it was refused.
- 3.23 The Medway Conservation Area speakers felt that there was a contradiction between what planning permissions were acceptable for new-builds compared to existing houses in Conservation Areas, with the former having less restrictions placed upon them. Councillor Joshua Peck also felt that there was inconsistency in approach when comparing planning restrictions for houses in Conservation Areas with other buildings such as shops, where these have been allowed to extend to include more residential space above and behind the shop front.
- 3.24 In addition to consistency around planning application decisions, many residents felt that the guidance around permissible materials given by the Council was also not consistent and in some places contradictory. One example given was where residents felt that Officers found it acceptable to have uPVC front doors but not uPVC windows.
- 3.25 Councillor Joshua Peck stated that many residents are frustrated that some people get away with making unsuitable, unpermitted alterations to their homes whilst proposed extensions which were felt by some to be aesthetically attractive and in keeping with the style of a property were not approved. The Head of Planning and Building Control advised that, where there is a requirement for planning permission, alterations such as cladding and uPVC were not permitted in Conservation Areas as they alter the traditional appearance of the properties. The Head of Planning and Building Control also

stated that although the borough takes planning enforcement seriously, they did sometimes have to rely on residents letting them know of any breaches of planning control so that they could be investigated. He also stressed the Council's obligation to exercise expediency in relation to formal action especially if planning permission would be granted for minor alterations if applied for retrospectively.

- 3.26 Some participants said that they had been put off from applying for planning permission because they felt their application would be refused, making a point that there was more demand for rear extensions and additional roof storeys than the Council may be aware of.
- 3.27 In their presentation, CADAP showed residents a Conservation Area guide which had been prepared in the past for the Tredgar Square area by the Greater London Council. They cited this as good practice because of the clear pictorial and technical detail relating to what was considered to be the basic elements of acceptable rear and roof extensions, including specifying the materials that should be used. The Westminster City Council Character Appraisal example also included this detailed information. The CADAP members felt that there was scope for clearer guidance on what was allowed and appropriate, and they showed attendees aerial photographs of terraced houses in Conservation Areas across the borough to illustrate their point about the need for a standard design and materials guide.
- 3.28 Residents felt that the current guidance provided by the Council on what is and is not permissible, both in terms of design and materials used, did not provide sufficient detail to be helpful. There was a risk that this could lead to Officers inconsistently applying planning policy and advice. Residents in favour of permitting extensions in Conservation Areas agreed that there should be clear guidance on what designs and materials would be acceptable so as to not detract from the character and attractiveness of their Conservation Area.
- 3.29 The CADAP members argued that as well as providing clarity for residents and promoting consistency in decision making, clearer guidance would also be more efficient for both Planning Officers and residents, cutting down on duplicative requests for further guidance.

RECOMMENDATION6:

In line with any new approach to permitting roof extensions, create new Supplementary Planning Guidance for mansard roof extensions in Conservation Areas (and following this other issues) in order to help people plan, and understand the decision making process and the reasons why some changes be acceptable or not. The guidance should:

- Be clearly illustrated with examples of best practice to allow it to be readily and easily understood by non-professionals;
- Be prescriptive and consistent where materials for extensions and renovations are not appropriate.
- Set out permitted standard designs for additional roof storeys and rear extensions where planning is approved.
- Incorporate the principles of this guidance when refreshing the Conservation Area Character Appraisal and Management Guidance.

Glossary

SPAB	Society for the Protection of Ancient Buildings
CADAP	Conservation and Design Advisory Panel
CA	Conservation Area
CA CA&MD	Conservation Area Character Appraisal and Management Document
NPPF	National Planning Policy Framework (Communities and Local Government)
LPA	Local Planning Authority (Councils)
DM27	Planning Policy relating to the management of heritage and the historic environment
Permitted Development Rights	Certain types of minor change to houses without the need to apply for planning permission. They derive from a general planning permission granted not by the local authority but by Parliament. Permitted development rights apply to many common projects for houses but do not apply to flats, maisonettes or other buildings
CLG	Department for Communities and Local Government
MDD	Managing Development Document (part of the Local Plan for Tower Hamlets)
DM	Development Management (policy within the MDD)

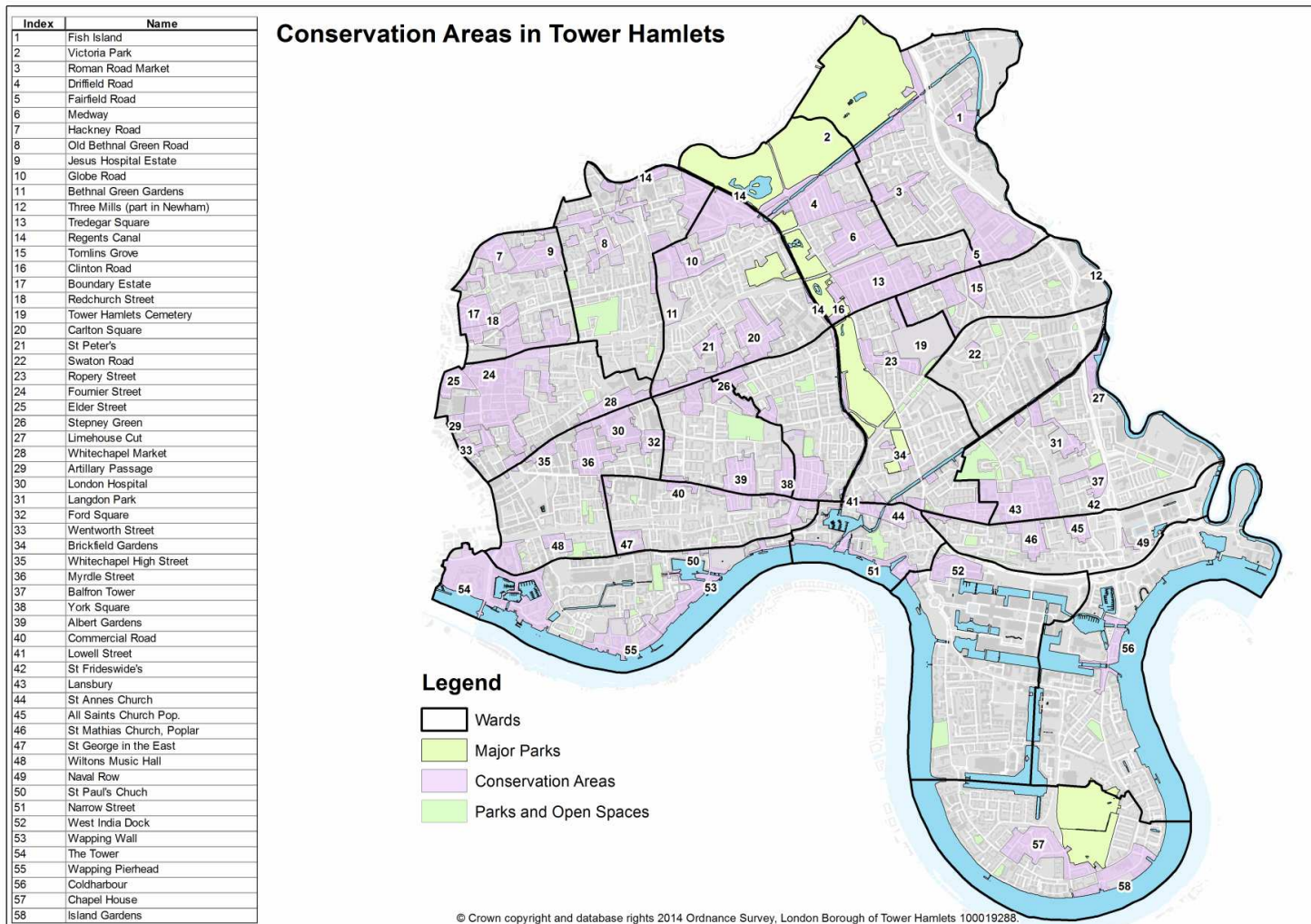
Brent Council Conservation Area Design Guide:

<http://brent.gov.uk/media/194914/Mapesbury%20conservation%20area%20design%20guide.pdf>

Barnet Council Finchley Church End Conservation Area Character Appraisal:

http://www.barnet.gov.uk/downloads/file/189/finchley_church_end

Appendix 1.1 – Conservation Areas in Tower Hamlets



Appendix 1.2 – Planning Policy relating to Conservation Areas

Document	Summary in relation to Conservation Areas
Government Planning Policy	
Planning (Listed Buildings and Conservation Areas) Act 1990	<p>An Act relating to special controls in respect of buildings and areas of special architectural or historic interest.</p> <p>Section 69& 70 – Sets out the power of LPAs to designate and review Conservation Areas.</p> <p>Section 71 – Requires LPAs formulation and publication of proposals for preservation and enhancement of conservation areas. (1)It shall be the duty of a local planning authority from time to time to formulate and publish proposals for the preservation and enhancement of any parts of their area which are conservation areas. (2)Proposals under this section shall be submitted for consideration to a public meeting in the area to which they relate. (3)The local planning authority shall have regard to any views concerning the proposals expressed by persons attending the meeting.</p> <p>Section 72 – specifies that in making a decision on an application for development in a conservation area, special attention shall be paid to the desirability of preserving or enhancing the character of appearance of that area.</p>
National Planning Policy Framework (NPPF)(DCLG) 2014	<p>The NPPF sets out the Government’s advice on planning policies for England. Section 12, Conserving and Enhancing the Historic Environment, requires LPAs to set out in their Local Plan a positive strategy for the conservation and enjoyment of the historic environment.</p> <p>Paragraph 62 of the NPPF directs local planning authorities to have local design review arrangements in place to provide assessment and support to ensure high standards of design. They should also when appropriate refer major projects for a national design review. In general, early engagement on design produces the greatest benefits. In assessing applications, local planning authorities should have regard to the recommendations from the design review panel.</p>
Town and Country Planning (General Permitted Development) Order 1995	<p>The provision to make certain types of minor changes to a house without needing to apply for planning permission. They derive from a general planning permission granted not by the local authority but by Parliament. What changes are permitted are described in a document entitled Department for Communities and Local Government Permitted Development for Householders technical guidance. The Order contains Article 4 which places restrictions on permitted development rights, especially those that are publically visible from a highway, waterway or open space.</p>
Department for Communities and Local Government Permitted development for householders Technical Guidance – April 2014	<p>Accompanies the above Order. This document outlines what development is permitted and whether planning permission is required.</p>

Document	Summary in relation to Conservation Areas
<i>Regional Planning Policy</i>	
(London Plan 2011) Spatial Development Strategy for Greater London –	Chapter 7, Historic Environment and Landscapes requires boroughs, in consultation with English Heritage, Natural England and other related statutory organisations, to include appropriate policies in their LDF for identifying, protecting, enhancing and improving access to historic environment and heritage assets, memorials, historical and natural landscape character within their area.
<i>Local Planning Policy</i>	
Local Plan for Tower Hamlets (previously the Local Development Framework)	The Local Plan for Tower Hamlets which comprises the Core Strategy and the Managing Development Document sets out the Council's aim to protect and enhance Conservation Areas by preserving or enhancing the wider built heritage and historic environment of the borough, enabling the creation of locally distinctive neighbourhoods through encouraging and supporting development that preserves and enhances the heritage value of the immediate and surrounding environment and the wider setting. This document identifies the delivery of these aims through the Conservation Strategy and the Conservation Area Character Appraisal and Management Guidelines.
Tower Hamlets Adopted Core Strategy 2025	Core Strategy Spatial Policy 10 identifies the range of heritage assets that exist in the borough and their contribution to the character, history and heritage of Tower Hamlets. This policy provides more detailed assessment criteria to ensure that these assets are protected and enhanced by any development proposal that directly impacts on these or their setting.
Tower Hamlets Managing Development Document (MDD)	The MDD forms part of the Local Plan for Tower Hamlets. It contains a set of policies to transform the control of development and use of land into a more positive and proactive process which fits better with the ethos of spatial planning and better supports local authorities in their role as place shapers. Development Management DM27 relates to the management of the borough's heritage and the historic environment.
Tower Hamlets Conservation Strategy 2010	The Strategy feeds into the Borough's Local Plan and is aligned with the Core Strategy. The Conservation Strategy focuses on managing and enabling change to heritage resource in a way that preserves its significance. It provides guidance at borough level.
<i>Supplementary Planning Documents</i>	
Conservation Area Character Appraisal and Management Guidelines	There is a Conservation Area Character Appraisal and Management Guidelines document for each of the borough's 58 Conservation Areas. The documents set out detailed information about the area's architectural and historic character and provide an overview of the planning policy and purpose management guidelines on how this character should be preserved and enhanced.
Extension and Roof Additions Guidance	General advice for residents who may be considering the alteration or extension of their residential property

Comment	Action	Responsibility	Date
<p>R1. The Council should recognise the detrimental impact that some planning restrictions are having on residents and the social capital of an area and redress the balance in favour of planning applicants, whilst still seeking to protect and enhance the Borough's heritage</p>			
<p>This is the priority for the Action Plan to ensure that expanding families who wish to continue living in Conservation Areas are able to do so. The Action Plan sets out the steps by which this can take place.</p>	<p>Write a Delivery Plan outlining the programme of activities for the eight Conservation Areas with family dwelling houses where householders submit the most planning applications.</p>	<p>Plan Delivery Team, Strategic Planning, P&BC, D&R.</p>	<p>April 2015</p>
	<p>Implement the actions in the Delivery Plan for these eight Conservation Areas to help meet needs of expanding families to increase the size of family houses, ensuring, at the same time, proposals also preserve the character of these Conservation Areas.</p>	<p>Plan Delivery Team, Strategic Planning, P&BC, D&R.</p>	<p>April 2015 (start date) March 2017 (expected end date)</p>
<p>R2. Amend DM27 to:</p> <ul style="list-style-type: none"> • be more permissive towards extensions, particularly mansard roofs within Conservation Areas; • be more specific about what may and may not be appropriate within individual Conservation Areas (rather than having a blanket policy); and • rely more strongly on the individual Conservation Area Assessments for decision-making on extensions 			
<p>The review of Policy DM27 will take place through the Local Plan Review process. The review will include an audit of buildings in relevant Conservation Areas.</p> <p>The process for reviewing the Local</p>	<p>Engagement Draft of Local Plan (including DM27) for public consultation.</p>	<p>Plan Making Team, Strategic Planning, P&BC, D&R</p>	<p>August 2015</p>
	<p>Public consultation on Submission Document of Local Plan.</p>		<p>Jan/Feb 2016</p>
	<p>Proposed Submission Draft of Local Plan (including DM27) to</p>		<p>July 2016</p>

Comment	Action	Responsibility	Date
Plan is set by Statute. However the consultation process on draft policy, including DM27, gives 'weighting' to that policy and the policy can therefore be used as part of the Developing Management Process at consultation stage.	Secretary of State.		
	Examination in Public.		Sep/Oct 2016
	Local Plan report to Cabinet & Full Council for approval.		Early 2017
<p>R3. Individually refresh the Conservation Area Character Appraisal and Management Documents for the eight Conservation Areas with family dwelling houses where householders submit the most planning applications:</p> <ul style="list-style-type: none"> • Appraise properties within each Conservation Area and categorise them according to their suitability for extensions; • Identify criteria where it would be possible to build additional roof storeys and back extensions and possible restrictions; • Include detailed technical notes for repairs and restoration work and for extensions, back up by photo visuals to avoid ambiguity 			
Appraise relevant housing types and categorise according to suitability for extensions with advice from the Council's Conservation and Design Advisory Panel.	Review nature of advice contained within Character Appraisal & Management documents for comparable areas in other local authorities to identify best practice.	Plan Making Team, Strategic Planning, P&BC, D&R	April 2015
	Devise assessment methodology and assess each property within Conservation Areas.	Plan Delivery Team, Strategic Planning, P&BC, D&R	
Identify criteria where it would be possible to build additional roof storeys and back extensions and possible restrictions with advice from the Council's Conservation and Design Advisory Panel.	Undertake detailed analysis of building types and research with regard to history of change within relevant Conservation Areas to inform selection of criteria against which proposals would be assessed. Clearly identify types of proposal where these are acceptable.	Plan Delivery Team, Strategic Planning, P&BC, D&R	July 2015

SCRUTINY REVIEW ACTION PLAN: Planning in Conservation Areas: the implications of conservation areas on the extension of family homes

Appendix Two

Comment	Action	Responsibility	Date
Technical Notes for repairs and restoration work and for extensions – backed up by photo visuals.	Assessment of buildings within Conservation Areas to identify issues and opportunities with regard to repairs and restoration work which Revised Appraisals should address.	Plan Delivery Team, Strategic Planning, P&BC, D&R	July 2015
	Undertake photographic study of buildings within Conservation Areas to inform Technical Notes.		July 2015
	Complete first draft of revised Appraisals.		September 2015
	Undertake public consultation on Revised Appraisals as set out in the Council's Statement of Community Involvement.		October 2015
	Revised Appraisals taken to Cabinet for approval.		December 2015
	Complete and publish revised Appraisals.		December 2015
R4. Write a policy for underground extensions and basements as part of the Local Plan refresh.			
The review of Policy DM27 will take place through the Local Plan Review process. The review will include drafting a relevant policy. The process for reviewing the Local Plan is set by Statute, however the consultation process on draft policy, including DM27, gives 'weighting' to that policy and the policy can therefore be used as part of the Developing Management Process at consultation stage.	Background research and scoping: <ul style="list-style-type: none"> ○ identify other London Boroughs with basement policies. ○ identify existing basement development in the borough. ○ Consult specialist consulting engineering advice to undertake a study / produce detailed advice on technical issues. 	Plan Making Team & Plan Delivery Team, Strategic Planning, P&BC, D&R	April 2015
	Identifying all issues relevant to project: <ul style="list-style-type: none"> ○ adequate soil depth. 		May 2015

SCRUTINY REVIEW ACTION PLAN: Planning in Conservation Areas: the implications of conservation areas on the extension of family homes

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Comment	Action	Responsibility	Date
	<ul style="list-style-type: none"> o undeveloped garden land. o ground conditions and land stability. o depth. o habitable accommodation. 		
	Internal discussions with other Council specialists (Building Control, Highways, Tree Officer).		May 2015
	Formulate policy (actions, responsibility and dates as in R2).		As in R2
R5. Consult with residents in Conservation Areas on the use of Article 4 Directions to further restrict development as part of the Local Plan refresh.			
Consideration of introduction of Article 4 Directions will take place through the Local Plan Review. [As Recommendation 2 above]	Engagement draft of Local Plan (including draft Article 4 proposals) for public consultation.	Plan Making Team, Strategic Planning, P&BC, D&R	August 2015
	Public consultation on Submission Document of Local Plan.		Jan/Feb 2016
	Proposed Submission Draft of Local Plan (including DM27) to Secretary of State.		July 2016
	Examination in Public.		Sep/Oct 2016
	Local Plan report to Cabinet and Full Council for approval.		As in R2

Comment	Action	Responsibility	Date
<p>R6. In line with any new approach to permitting roof extensions, create new Supplementary Planning Guidance for mansard roof extensions in Conservation Areas (and following this other issues) in order to help people plan, and understand the decision making process and the reasons why some changes be acceptable or not. The guidance should:</p> <ul style="list-style-type: none"> • Be clearly illustrated with examples of best practice to allow it to be readily and easily understood by non-professionals; • Be prescriptive and consistent where materials for extensions and renovations are not appropriate. • Set out permitted standard designs for additional roof storeys and rear extensions where planning is approved. • Incorporate the principles of this guidance when refreshing the Conservation Area Character Appraisal and Management Guidance. 			
<p>Write a new Supplementary Planning Guidance (SPG) for mansard and roof extensions with advice from the Council's Conservation and Design Advisory Panel.</p>	<p>Assessment of buildings within Conservation Areas to identify issues and opportunities with regard to mansard roofs which SPG should address.</p>	<p>Plan Making Team Strategic Planning Development and Renewal</p>	<p>April 2015</p>
	<p>Undertake photographic study of buildings within Conservation Areas to inform SPG and use in completed document.</p>		<p>April 2015</p>
	<p>Review guidance on roof extensions provided by the National Amenity Societies and other London Boroughs with a similar housing stock.</p>		<p>April 2015</p>
	<p>Prepare guidance clearly establishing principles for roof extensions and information about the way in which an application is assessed.</p>		<p>September 2015</p>
	<p>Complete technical guidance regarding the design of an appropriate mansard, including information regarding the design details and materials expected. Guidance will be accompanied by clear illustrations and examples of good practice.</p>		<p>September 2015</p>
	<p>Drafted guidance submitted to a broad and inclusive consultation process, to capture local resident's views and ensure that the document reflects these residents' views.</p>		<p>October 2015</p>

Comment	Action	Responsibility	Date
	Guidance taken to Cabinet for approval.		February 2016
	Complete and publish Supplementary Guidance.		February 2016

Agenda Item 6.5

Cabinet 08 April 2015	 TOWER HAMLETS
Report of: Aman Dalvi, Corporate Director of Development and Renewal	Classification: Unrestricted
Draft Revised Planning Obligations Supplementary Planning Document	

Lead Member	Councillor Rabina Khan, Cabinet Member for Housing and Development
Originating Officer(s)	Owen Whalley Service Head (Planning and Building Control)
Wards affected	All Wards
Community Plan Theme	A Great Place to Live
Key Decision?	Yes

Executive Summary

An approval to go to public consultation is required for a draft Revised Planning Obligations SPD. The Revised Planning Obligation SPD sets out the Council's approach in securing Planning Contributions and the differences between the Community Infrastructure Levy (CIL) and Planning Obligation agreements and other relevant legal agreements.

The Revised Planning Obligation SPD is intended to replace the current Planning Obligation SPD (2012), in order to reflect the proposed introduction of CIL from April 2015. CIL will be the mechanism by which the Council will collect developer contributions to help pay for strategic infrastructure, a function that to date has been undertaken using Planning Obligations.

The Revised Planning Obligations SPD first went to Cabinet on the 10th April 2013 for approval to go out to consultation alongside the CIL Revised Draft Charging Schedule, in October 2013.

Since the last public consultation, further amendments have been made to the draft Revised Planning Obligations SPD to ensure that development management officers, other stakeholders and local residents have a clearer understanding as to the likely combined level of the Borough's CIL and Section 106 Planning Obligations, to ensure that any proposed development is acceptable and also makes a justified contribution to the infrastructure needs of the Borough.

The Infrastructure Planning Team is now seeking Cabinet's approval to go for a further 5 weeks public consultation on the amended Revised Planning Obligation

SPD. The Revised Planning Obligation SPD is contained in Appendix1 to this report.

Recommendations:

The Mayor in Cabinet is recommended to:-

1. Approve the Revised Planning Obligations SPD (as set out in Appendix 1), for public consultation.
2. Delegate authority to the Corporate Director of Development and Renewal, to make changes to the Revised Planning Obligations SPD where necessary, prior to the beginning of the consultation period provided the changes do not change the substance of the document.

1. REASONS FOR THE DECISIONS

- 1.1 Cabinet is asked to agree the publication of the Revised Planning Obligations SPD for public consultation. The SPD sets out the Council's approach to the future use of S106 and its relationship with CIL. It explains the Council's approach to infrastructure provision in general and explains which mechanisms will be used to mitigate the impacts of development and to secure specific types of infrastructure.

2. ALTERNATIVE OPTIONS

Do Nothing and Retain Current Planning Obligations SPD

- 2.1 Failure to proceed with a Revised Planning Obligations SPD to accommodate the changes in Government policy on the application and use of Planning Obligations would mean that (when the Council CIL is adopted) the Council may not have a sufficiently robust foundation upon which to continue to apply Planning Obligations within the limitations set out in The Community Infrastructure Levy Regulations 2010 (as amended) ("the CIL Regulations"). Without a Revised Planning Obligations SPD there would be no clarity on the use of Planning Obligations under the new Government policies and the Council would be more vulnerable to challenge at Planning Appeal, over compliance with the NPPF and CIL Regulations.
- 2.2 If the Council does not adopt a Revised Planning Obligations SPD, following a statutory period of consultation, the Council's capacity to secure site specific mitigation measures and other Planning Obligations will be more limited.

3. DETAILS OF REPORT

- 3.1 The draft Revised Planning Obligations SPD first went to Cabinet on the 10th April 2013 for approval to go out to consultation alongside the CIL Revised Draft Charging Schedule, in October 2013.
- 3.2 Since the last public consultation, further amendments have been made to the draft Revised Planning Obligations SPD to ensure that developers, development management officers, stakeholders and local residents have a clearer understanding as to the likely combined level of the Borough's CIL and Section 106 Planning Obligations, to ensure that any proposed development is acceptable and also makes a justified contribution to the infrastructure needs of the Borough. Some of the changes were required as a result of amendments the Independent Examiner deemed it necessary to make to the Council's CIL Charging Schedule.
- 3.3 In summary, amendments have been made to the following:
- Chapter 1:

- 'Community Infrastructure Levy' to give clarity on the various types of Developers contributions that may apply in the borough (i.e. Borough CIL, Mayoral CIL and London Mayoral Section 106 planning obligation for Crossrail).
- Chapter 2:
 - 'Approach to Development Mitigation and Infrastructure Delivery', to give clarity on the Council's approach to overall infrastructure Delivery, through Planning Obligations and CIL.
- Chapter 4:
 - 'Negotiating Planning Obligations in Tower Hamlets'
To give clarity on the Council's process for negotiating and securing planning obligations at Post Decision Stage, Viability and Viability re-appraisals stages.
- Chapter 5:
 - 'Affordable housing' to give greater clarity on the Council's approach to negotiating affordable housing provision and when a viability re-appraisal may be triggered.
 - 'Student Housing Development', to include recommendations made by the CIL Examiner's to £0 rate University led Student Housing development under CIL and securing the student housing at submarket rents in a Planning Obligation.
 - 'Public Realm, Public Access and Children's Play Space' to give clarity on the Council approach to negotiating these types of infrastructure that are site specific in nature.
 - 'Energy' to give clarity on the Council's approach to negotiating Carbon offsetting contributions from developments that do not meet policy requirement targets.
 - 'Flood Risk' to give clarity on the Council's approach to negotiating site related flood mitigation/ adaptation measures.

4. PROPOSED USE OF S106 PLANNING OBLIGATIONS AND CIL

4.1 Government policy on the application and use of Planning Obligations is contained within the CIL Regulations 2010 (as amended), the National Planning Policy Framework (NPPF) and the National Planning Practice Guidance (NPPG). Regulation 122 of the CIL Regulations includes in legislation for the first time the Government's policy tests on the use of Planning Obligations. It is unlawful for Planning Obligations to be taken into account when determining a planning application for a development, or any part of a development, that is capable of being charged CIL if the Planning Obligation does not meet all of the following tests

- (a) necessary to make the development acceptable in planning terms;
- (b) directly related to the development; and
- (c) fairly and reasonably related in scale and kind to the development.

4.2 Some developments will be required to pay CIL and enter into a Planning Obligation agreement. The CIL payment and Planning Obligation would cover different types of infrastructure, and the Council cannot charge for the same items of infrastructure through both Planning Obligation and CIL.

- 4.3 Local Planning Authorities (LPAs) adopting CIL are required under CIL Regulation 123 (Reg 123) to prepare and publish a list of those items or types of infrastructure it intends to fund through CIL and the Planning Authority cannot then seek Planning Obligations towards those items included in this Reg 123 list. Tower Hamlets' Reg 123 list has been approved for adoption alongside the Borough's CIL Charging Schedule on the 1st April 2015

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 This report seeks approval for consultation to be undertaken on the Revised Planning Obligations Supplementary Planning Document which is required to support the introduction of the Council's Community Infrastructure Levy from April 2015. Although a previous version of this SPD was submitted for consultation in 2013, the document has had to be revised and updated to reflect changes that have arisen as part of the of the finalisation of the CIL Charging Schedule, which following an inspection in public was approved by Council on 25 February 2015.
- 5.2 CIL will replace elements of the current Section 106 planning process although site specific Section 106 agreements will continue to be negotiated where the impact is not covered through the CIL process.
- 5.3 In order for the Council to adopt its CIL Charging Schedule, the existing Planning Obligations Supplementary Planning Document must be revised, to ensure that the two documents complement each other and that potential duplication of charges is avoided.
- 5.4 The Authority currently generates substantial resources via the Section 106 system. Although CIL will now generate the more significant levels of funding, it is important that future Section 106 obligations are set at a realistic level that enable the generation of community resources in tandem with the delivery of viable developments. The Council will continue to use Section 106 legislation to ensure the delivery of Affordable Housing.
- 5.5 CIL and Section 106 resources must be used to finance specific separate infrastructure needs. It is essential that processes are put in place to ensure that detailed records are maintained to closely monitor the use of these resources.
- 5.6 The costs of the statutory consultation process will be met from within existing budgets.

6. LEGALCOMMENTS

- 6.1 Following changes being made to the Council's draft Revised Planning Obligations SPD, this report seeks the approval of the Mayor in Cabinet for officers to carry out a further round of consultation on the revised document, and authority for the Corporate Director of Development and Renewal to make any minor amendments to the draft SPD that may be necessary before the consultation begins. The Revised Planning Obligations SPD will replace the existing SPD adopted in January 2012.

- 6.2 Supplementary Planning Documents (SPDs) provide detail to support policy in higher level Development Plan Documents (DPDs). They undergo a simpler preparation process than DPDs and in particular they are not subject to independent scrutiny by a planning inspector. SPDs are subject to statutory preparation procedures under Regulations 12 to 14 of the Town and Country Planning (Local Planning) (England) Regulations 2012, with the requirement to undergo a process of public consultation and engagement with relevant parties for a period of not less than 4 weeks. Because the modifications proposed to the original revised draft SPD are more than minor it is considered necessary to carry out a new round of consultation.
- 6.3 Following the further public consultation the Council will need to consider any representations made during the consultation period. The Council are then required to prepare a statement setting out a summary of the main issues raised in the representations and how these main issues have been addressed in the SPD that the Council intends to adopt. Following consultation and once any necessary amendments have been made the SPD can be adopted by resolution of Cabinet. Once the SPD is adopted it will be considered to be a material consideration to be taken into account in the development control process.
- 6.4 An SPD does not form part of the Policy Framework and therefore by virtue of the default provisions in the Local Government Act 2000 and regulations made thereunder, the SPD is an executive function and required to be approved by Cabinet before adoption.
- 6.5 Before adopting the SPD, 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. This report identifies that an Equalities Analysis Screening has been carried out on the revised SPD to inform the Council in discharging its duties under the Equality Act.

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 The Revised Planning Obligations SPD will allow the Council to ensure that any negative impacts of development which cannot be avoided or mitigated through planning conditions will be mitigated to the fullest extent allowable through S106 Planning Obligations. Site mitigation secured through S106 agreements may include works that will contribute to the One Tower Hamlets objectives of reducing inequalities; ensuring community cohesion; and strengthening community leadership.
- 7.2 The Revised Planning Obligations SPD will set out how the Council will secure a local employment and enterprise benefit for local residents and businesses. Training initiatives provide local residents with valuable skills which enhance opportunities to enter the workforce. The Revised Planning Obligations SPD policy on Affordable Housing sets out the Council's approach to the delivery of affordable homes through Planning obligations agreements. These elements of Planning Obligations support the objectives of One Tower Hamlets.

- 7.3 The Council has undertaken an Equalities Analysis Screening to identify any impacts resultant from the proposed changes to the operation of S106 which is appended to this report. The Revised Planning Obligations SPD is considered to have a neutral impact on equalities strands however, as the SPD is designed to mitigate negative impacts of development at the site-specific level, the Revised Planning Obligations SPD has a positive impact upon all residents who may, in the absence of the SPD, experience negative impacts from development.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Planning Obligations can be used to support a greener environment and aid sustainable development. However the Planning Obligations SPD is not a plan or programme but an approach to ensuring site-specific negative impacts caused by development are mitigated.
- 8.2 A Draft Strategic Environmental Assessment Screening (SEA) outlining environmental impacts is appended to this report (to be approved by the SEA officer).

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The proposed Revised Planning Obligations SPD clearly communicates the Council's approach to the funding and delivery of infrastructure. Developers will be able to refer to the Revised Planning Obligations SPD to identify any financial considerations arising from their scheme and address these prior to the application stage. There is therefore a benefit of certainty and transparency by having an adopted Revised Planning Obligations SPD alongside the CIL Charging Schedule as this reduces scope for developers failing to meet the expectations of the borough.
- 9.2 Unlike CIL, Planning Obligations are negotiable. The risk associated with this is that in circumstances where an individual scheme cannot meet both the full CIL requirement and requirements of planning obligations, for reasons of viability, the negotiable element of Planning Obligations could be reduced. However the Council CIL Charging Schedule has been through Public Examination, where it was found that development could accommodate both CIL and Planning Obligations contributions.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The Revised Planning Obligations SPD seeks to ensure that any site-specific impacts of development are mitigated. Whilst not specifically intended to reduce crime and disorder, the SPD sets out the Council's approach to mitigating site-specific impacts of development. This may include works which are complementary to the reduction of crime and disorder.

11. EFFICIENCY STATEMENT

- 11.1 The operation of the Revised Planning Obligations SPD will place an administrative burden on the Council. The Council intends to charge developers a monitoring fee, proposed at £500 per agreement signed.

Appendices

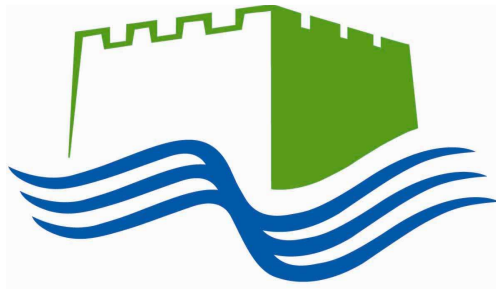
- Appendix 1 – Revised Planning Obligations SPD (2015) Available upon request in March
- Appendix 2 – Revised Planning Obligations SPD Draft Equalities Analysis (2015)
- Appendix 3 – Revised Planning Obligations SPD Draft Strategic Environmental Assessment Screening (2015).

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

- None

Officer contact details for documents:

- Danalee Edmund, Infrastructure Planning Team, Planning and Building Control, 2nd Floor, Mulberry Place. Ext: 1666



TOWER HAMLETS

REVISED DRAFT PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT (SPD)

**Version for Public Consultation
2015**

April



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Overview

Introduction

Tower Hamlets Council has introduced its own Community Infrastructure Levy (CIL) on 1st April 2015. This has significant implications for how the Council plans for the delivery of infrastructure and how Planning Obligations are secured from new development. This Supplementary Planning Document (SPD) sets out Tower Hamlets Council's proposed policy for securing planning obligations in respect of new developments that require planning permission.

This Revised SPD provides additional guidance on matters covered in Tower Hamlets Core Strategy (2011) and the Managing Development Document (2013). It is not part of the statutory Development Plan; however it is an important consideration in determining planning applications.

Relationship with Other Planning Documents

The Planning Obligations SPD operates on a borough-wide scale where the Council acts as Local Planning Authority (LPA). It sits within the portfolio of Local Plan documents to support and add detail to the relevant Development Plan Documents (DPDs), particularly Spatial Policy 13 of the Core Strategy. It replaces the Planning Obligations Supplementary Planning Document adopted in January 2012.

As the leading Local Plan document, the Core Strategy (adopted 2010) sets out the spatial strategy for the borough until 2025.

The relevant policies of the London Plan and the Mayor's planning guidance will continue to apply to development in the borough.

Purpose of the Planning Obligations SPD

The purpose of this SPD is to:

- Explain the Council's approach to using planning obligations to local residents, developers and the wider community;
- Explain the relationship between the Community Infrastructure Levy (CIL) and S106 Planning Obligations
- Explain the circumstances under which the Council will secure planning obligations to mitigate the impacts of a development on the borough's infrastructure;
- Improve transparency in the priority and calculation of planning obligations;
- Provide applicants with greater certainty on when planning obligations will be sought;
- Take into account the cumulative impact of development in the borough and explain

how this will be dealt with through the use of planning obligations and CIL.

Who is it for?

This SPD has been prepared for use by the Council, developers, the general public and other stakeholders as a guide to the Borough's position on the use of S106 planning obligations.

How Should it be Used?

This SPD should be used as a framework for calculating S106 planning obligations associated with developments in the London borough of Tower Hamlets (LBTH). In areas of the borough where the Council does not act as Local Planning Authority, such as parts of the borough within the London Legacy Development Corporation (LLDC), the relevant authority's guidance should be followed. As a whole, the document should provide more certainty to all parties involved in the development process.

It will be utilised by the Council as a material consideration when assessing planning applications and will be reviewed and updated as and when necessary. Developers should draw on the document to assist in their costing and inclusion of S106 planning obligations in their financial planning and to help reduce time required negotiating and agreeing obligations with the Council.

In some instances, for example in areas of intense redevelopment and regeneration, or in certain site specific locations, additional planning obligations outside the scope of this SPD may be sought.

This SPD should be read in tandem with the CIL Draft Charging Schedule, or subsequent publications.

1. Introduction

- 1.1 This Supplementary Planning Document (SPD) provides detailed guidance on the use of section 106 planning obligations alongside the Community Infrastructure Levy (CIL). This is to ensure that the development industry and others have a clear view on the likely combined level of the Borough CIL and Section 106 planning obligations, which they will have to meet to ensure that any proposed development is acceptable and also makes a reasonable contribution to the infrastructure needs of the borough.
- 1.2 CIL was introduced by the Planning Act 2008 and came into force through the CIL Regulations 2010 (as amended) on 6 April 2010. The Community Infrastructure Levy Regulations 2010 (as amended) set out three statutory tests for the use of planning obligations, indicating that (Regulation 122):
 - (a) necessary to make the development acceptable in planning terms;
 - (b) directly related to the development; and
 - (c) fairly and reasonably related in scale and kind to the development.”
- 1.3 “A planning obligation may only constitute a reason for granting planning permission for the development if the obligation is:
 - (a) necessary to make the development acceptable in planning terms;
 - (b) directly related to the development; and
 - (c) fairly and reasonably related in scale and kind to the development.”
- 1.4 Regulation 123 of the Community Infrastructure Levy Regulations 2010 (as amended) further requires that, from 6th April 2015, or the adoption of a Community Infrastructure Levy (whichever is sooner), the pooling of contributions towards a specific type or piece of infrastructure will be limited to not more than five planning obligations. From this date, the Community Infrastructure Levy will be the principal means of generating developer contributions towards new infrastructure provision, and Section 106 obligations will be restricted to site-specific matters, described in more detail below. This limit on pooled S106 contributions does not apply to contributions for affordable housing.

Community Infrastructure Levy (CIL)

- 1.5 The CIL is a new, non-negotiable charge which will raise infrastructure funds on new developments. CIL takes the form of a charge per square metre of floorspace applied to most new developments that involve an increase of 100 square metres or more of gross internal floor space or that involves creating a dwelling even where this is below 100 square metres. The CIL charges are based on the size and type of the new development. Some developments are exempt from paying the levy. These are developments of affordable housing and developments by charities of buildings used for charitable purposes.

- 1.6 There will be two CIL charges payable on qualifying development in the borough:
- Borough-level CIL
 - Mayoral CIL

Borough- level CIL

- 1.7 The Council, as Local Planning Authority, is entitled to charge a 'Community Infrastructure Levy' (CIL) on new developments, which is set out in Tower Hamlets Adopted Charging Schedule, available at:http://www.towerhamlets.gov.uk/lgs/501550/register_of_planning_decisions/section_106_planning_obligation/community_infrastructure_levy.aspx
- 1.8 The CIL Regulations allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The secured funds can be used to support the provision of a wide range of local and strategic infrastructure that is needed to support growth and development in the borough. This includes infrastructure projects such as transport facilities, strategic flood defences, schools and other educational facilities, medical facilities, sporting and recreational facilities and open spaces.
- 1.9 The government's view is that CIL *provides* the best framework and the preferred means of pooling funding for the infrastructure required to support new development. It will allow for a better understanding of development costs earlier in the process and therefore provide more certainty.

Mayoral CIL and Mayoral Section 106 Planning Obligation for Crossrail

- 1.10 From 1 April 2012 the Mayor of London's CIL came into operation. The purpose of this levy is to contribute to the funding package for the construction of the Crossrail line. The Council is responsible for collecting this charge on all new development within the borough over 100sq m and all new dwellings (excluding affordable housing and development by charities for charitable purposes).
- 1.11 From April 2012, the charge for new development in Tower Hamlets is £35 per sq m of qualifying development. The details of the current charging rate can be found at: <http://www.london.gov.uk/priorities/planning/mayoral-community-infrastructure-levy>
- 1.12 Having regard to the impact on development viability, the Mayor of London also requires a Section 106 financial contribution from office, retail and hotel developments where there is a net increase of 500m² or more in floorspace, measured by Gross Internal Area (GIA),
- 1.13 From July 2010, the Section 106 charge for those parts of Tower Hamlets which are in the Central London Area, Isle of Dogs and Rest of London can be found in the table1, below.

Table1: Indicative Level of Charge per sq.m, by land use and location as at July 2010

Development Type	Central London Area (within a 1 kilometre radius of Liverpool Street station that fall within the Borough boundary)	Isle of Dogs Contribution Area	Rest of London (Including approximate 1 km indicative radius outwards around the proposed Canary Wharf station at West India Quay north of the Poplar DLR lands as well as such radii around all other stations outside the Central Contributions Areas)
Retail	£140	£190	£31
Office	£90	£121	£16
Hotel	£61	£84	-

1.14 The Mayor of London's CIL will be offset against Crossrail planning obligations payments. This means that only the higher one of the two payments is charged. For further details see the Mayor's Supplementary Guidance on the Use of Planning Obligations in the Funding of Crossrail and the Mayoral Community Infrastructure Levy (2013).

2. Approach to Development Mitigation and Infrastructure Delivery

- 2.1 The priority areas for Section 106 agreements as set out in this document are not exhaustive and the Council may wish to negotiate other forms of planning obligations depending on the individual circumstances of a site and proposal, where obligations are necessary, directly related to the development and fairly and reasonably related in scale and kind to the development in question. When considering planning matters, the Council will use a range of planning tools as follows:
- By working with developers, the Council will seek to ensure that most design and mitigation requirements are delivered as part of the initial development proposal. In cases where an initial proposal does not meet the Council's policy and/or objectives, planning conditions will be used to ensure that the final proposal meets the Council's requirements.
 - Details relating to highways improvement will be set out in a Section 106 and/or Section 278 agreements, where necessary.
 - In such circumstances where a proposal directly necessitates the provision of infrastructure to mitigate/enable development that is not planned for delivery through CIL (see the Regulation 123 list), the Council may seek a contribution through Section 106.
 - Section 106 agreements will not be used to secure infrastructure that has already been identified for delivery and investment from CIL funds through the Regulation 123 list.
- 2.2 Contributions may be financial or non-financial. There may be cases for provision 'in kind' (where the developer builds or provides directly the matters necessary to fulfil the obligation) negotiated as part of planning applications. There may be cases where provision in kind is preferable and suitable, such as where finding land for a facility is an issue. Where provision in kind is made, contributions will be secured for reasonable fitting out costs and to ensure that providers of community services necessitated by the development have facilities suitable for their needs and provided at nominal rents.
- 2.3 The table below summaries the approach that the Council intends to take to the relationship between S106 Planning Obligations and CIL, once the Community Infrastructure Levy is introduced, the tick box table below is intended as an indicative reference guide

Infrastructure	Planning Obligations /Conditions *	CIL
Affordable Housing		
Job brokerage		
Construction phase skills training		
End user skills training		
Apprenticeships and work placements		
Local enterprise - supply-chain commitments		
Employment and training facilities		
Roads and other transport facilities		
Site specific transport requirements.		
Transportation measures, including: Car Clubs, Electric Vehicle Charging, Travel Plans, Car and Permit Free Agreements.		
Public education facilities		
Community Facilities **		
Health Facility		
Public open space		
Site-specific public realm improvements/projects, Open space suitable for public access / walkways and play facilities		
Infrastructure dedicated to public safety (for example, wider CCTV coverage)		
Strategic energy and sustainability infrastructure		
Carbon reduction measures/initiatives		
Biodiversity Measures/Initiatives		
Strategic flood defences		
Site related flood mitigation/ adaptation measures		

*Infrastructure and other items to be delivered through Section 106 Agreements, S.278 of the Highways Act or Planning Conditions

**Community facilities includes Multi Use Community Facilities, Faith Centres, Youth Centres, Ideas Stores, Libraries, Archives and Leisure Centres

3. Legislative and Policy Context

Legislative Context

- 3.1 The legislative basis for planning obligations is set out in Section 106 of the Town and Country Planning Act 1990, as amended by later legislation including Section 12 of the 1991 Planning and Compensation Act and the Planning Act 2008. CIL was introduced by the Planning Act 2008 and came into force through the CIL Regulations 2010 (as amended) on 6 April 2010. As of that date regulation 122 made it unlawful for a planning obligation to be taken into account when determining a planning application for development, or any part of a development, if the obligation does not meet all of the following tests:
- It is necessary to make the development acceptable in planning terms;
 - It is directly related to the development; and,
 - It is fairly and reasonably related in scale and kind to the development.
- 3.2 The purpose of the tests are to distinguish the different roles that both CIL and planning obligations have when used together to support new development. The CIL Regulations also specify that upon the adoption of a CIL, or by 6th April 2015, whichever is the sooner, the use of planning obligations must be scaled back. This means that a planning obligation cannot be used to fund a project or type of infrastructure if there have been 5 separate obligations on or after 6 April 2010 which fund that project or type of infrastructure.

National Planning Policy Framework (2012)

- 3.4 The National Planning Policy Framework (NPPF) sets out the Government's economic, environmental and social planning policies for England. Taken together, these policies articulate the Government's vision of sustainable development, which should be interpreted and applied locally to meet local aspirations.
- 3.5 Paragraphs 203 to 206 of the NPPF set out the Government's policy on planning obligations. These paragraphs reiterate the tests for planning obligations set out in the CIL Regulations; restate the principle that planning conditions are preferable to planning obligations; require local authorities to take into account changes in market conditions over time in policies and planning obligations and make sure they are sufficiently flexible to prevent planned development from being stalled.

Core Strategy (2010)

- 3.6 The Core Strategy 'Delivery and Monitoring' section sets out the Council's strategic objective to secure planning obligations between the LPA and developers to mitigate, compensate and prescribe matters relating to development in order to facilitate the granting of planning permission. The strategy also states that the Council may pool contributions relating to significant infrastructure, including transport, education and

health, reflecting the regional policy direction.

- 3.7 Policy SP13 of the Core Strategy further sets out the Council's priorities for planning obligations. These are: Affordable Housing; sustainable transport; open space; education; health; training employment and enterprise; biodiversity; community facilities; highway works and public realm.

Managing Development Document (2013)

- 3.8 The Managing Development Document sits under the Core Strategy as part of the borough's Local Plan and has the same status in terms of the determination of planning applications.

- 3.8 A summary of the key aims and objectives of the DPD is provided below.

- Identifies sites for important services – primary and secondary schools, Idea Stores, Leisure Centres, waste management facilities and open space – and sites capable of accommodating 500+ homes;
- Defines boundaries for planning policy areas including town centres and employment areas; and
- Includes detailed development management policies against which planning applications will be assessed.

4. Negotiating Planning Obligations

- 4.1 The process for negotiating and securing planning obligations is set within the framework of national, regional and local policy guidance and legislation. When carrying out these negotiations for planning obligations, the Council must meet the statutory tests set out in the 2010 CIL Regulations.

Pre-application Stage

- 4.2 Applicants, agents and developers are encouraged to seek pre-application advice prior to the formal submission of major development proposals within the borough. The pre-application process offers a valuable service for proposed schemes and allows dialogue to resolve any initial concerns which officers envisage may arise during the formal application stage. Pre-application meetings can deter applications with little or no prospect of success. Details of the development proposed should be submitted to relevant officers at pre-application stage. Officers will make an assessment of the impacts of the development and will provide guidance regarding the planning obligations that are likely to be required.
- 4.3 Applicants should use this SPD alongside an analysis of their proposed works to consider the impacts of the proposed scheme and any planning obligations likely to be required to mitigate the impacts of development. These details should be submitted as a draft 'Heads of Terms' document alongside the pre-application submission documentation, to allow officers sufficient time to consider the details contained within the draft 'Heads of Terms'.
- 4.4 During the course of pre-application discussions, where negotiations fail to result in agreement on the draft 'Heads of Terms', the applicant is invited to provide alternative proposals and related justification which will be taken into consideration during the assessment of any future application.

Application Stage

- 4.5 Applicants are advised in the Council's Development Control Advice Note 2009 (required to validate a planning application) to submit details of planning obligations within their Impact Statement.
- 4.6 In some cases, such as for strategic applications, it may be more appropriate that this information is submitted as a separate Planning Obligations Statement alongside a draft 'Heads of Terms' document. The Planning Obligations Statement should evaluate how the impacts of the development are to be addressed within the context of this SPD as well as other local, regional and national guidance.
- 4.7 Applications which are submitted without a Planning Obligations Statement/Draft

Heads of Terms will not be validated until this information is provided.

- 4.8 Details of the applicant's solicitor must be submitted at the time an application is made. The following solicitor details should be provided;
- Name of company
 - Postal address
 - Contact name
 - Telephone number (preferably direct dial)
 - Email address
 - Website
- 4.9 Details of the land title should also be provided alongside details of all parties (including charges) with an interest in the land as they will also be required to enter into the agreement. Should details of other parties not be available before an application is submitted, it should be identified early on in the process to avoid a delay in completion of the agreement. Any charges on the property should also be identified.
- 4.10 During the planning application process, initial advice provided with regard to contribution requirements may be subject to alterations. This is often due to changes following formal consultation and any issues which may arise during the course of an application. 'Heads of Terms' must be agreed prior to planning committee meetings and within an appropriate timescale of delegated applications to allow them to be determined and decisions issued by officers within the statutory target periods.
- 4.11 If the obligations required by the Council are not agreed to, officers will prepare a recommendation for refusal of the planning application.
- 4.12 In the case of delegated applications, if the 'Heads of Terms' are agreed between the LPA and the applicant/agent where the application is considered acceptable on all other grounds, a draft decision notice will be prepared by officers. The applicant/landowner must enter into and complete the S106 agreement prior to the LPA issuing the decision notice for any delegated application.
- 4.13 In the case of an application referred to a Tower Hamlets planning committee, the 'Heads of Terms', which have been agreed, will be included within the committee report for information. Should members recommend approval of the planning application with planning obligations, this approval will be subject to the completion of the S106 agreement. Following the planning committee, the applicant/agent must complete the S106 agreement in order for the decision notice to be issued.

Viability

- 4.14 Development viability forms part of the national, regional and local policy framework in the consideration of planning applications that trigger the delivery of s.106

obligations. This is reflected in national guidance and policy in the form of the NPPG and NPPF, regional guidance, in the form of the London Plan, and local policy in the form of the Core Strategy and the Managing Development DPD.

- 4.15 In circumstances, where the full range of planning obligations cannot be met it is recommended that applicants seek pre-application advice from the LPA including the informal submission of a viability report prior to the formal submission of a planning application.
- 4.15 At Planning Application Stage, proposals where the full range of planning obligations cannot be met must be submitted with a full Viability Assessment which contains sufficient evidence to enable officers to properly assess a scheme. The Authority will resist the application of a fixed land value as an input within a development appraisal where it is based on a price paid for land or an aspirational sum sought by a landowner when establishing the Residual Land Value. The authority considers that Existing Use Value or Alternative Use Value should take account of full planning policy requirements as an appropriate input.
- 4.16 A Viability Assessment must be completed in accordance with the guidelines set out in the GLA 'Affordable Housing Development Control Toolkit' 2010 or an alternative Toolkit as approved by the Council. Detailed guidance on the information required to enable the Council to scrutinise viability assessments will be provided in due course.

Viability re- appraisals

- 4.17 Where the original viability assessment of a scheme was used to justify an offer which falls short of the Council's policy requirements in full, the Council may require a commitment to re-appraise the scheme viability (on one or more occasions) to be incorporated into the Section 106 agreement. If the viability Re-appraisal/s shows that the development is capable of providing additional affordable housing or other requirements that would otherwise have been necessary, the developer will at that point be required to provide this.
- 4.18 The applicant will be required to meet the Council's cost of evaluating any appraisals which will include the appointment of qualified independent assessors.

Post Decision

- 4.19 Following the decision to grant planning permission subject to a s106 legal agreement, the Council's solicitor and planning officers in liaison with the applicant's solicitor will complete the setting out of the planning obligation(s) in the form of a binding legal agreement. The agreement will set out the detail of the planning obligations, including the trigger mechanisms for payment of financial contributions, viability re-assessments schedules of works and other commitments to be undertaken by the developer, as well as obligations upon the Council.

- 4.20 On completion and signing of a Section 106 legal agreement, planning permission is formally issued. The legal agreement is placed on the statutory register and is publically available online together with the decision notice.
- 4.21 The signed agreements are registered as a local land charge against the land, copies of which can be provided to the public on payment of an administration fee to the Council. The Section 106 obligation agreement is registered on the Council's planning obligation database, which is used for monitoring and project management purposes. A pre-commencement letter is normally sent to developers reminding them of their obligations and the trigger mechanism for payment.

5. Standard Obligations and Charges

- 5.1 This section sets out how the Council will use S106 planning obligations necessary to make development acceptable. A variety of planning obligations may be necessary, therefore the topics covered below are not exhaustive and each development will be considered on a case by case basis and in line with relevant, available evidence, guidance, or policies.
- 5.2 For each obligation, the threshold and contribution requirements are provided. In line with the CIL regulations 2010, these are taken into consideration when determining where a proposed development should be subject to planning obligations and to estimate those obligations likely to be required by the Council.

Affordable Housing and Wheelchair Accessible Housing

- 5.3 Although Tower Hamlets consistently delivers more affordable housing than any other London borough, there is still a pressing requirement for more affordable housing especially for families.
- 5.4 The Council has set an overall strategic target of 50% of new homes across the borough to be affordable until 2025. This is being delivered through negotiations as a part of major residential schemes, as well as through a range of public initiatives and effective use of grant funding.
- 5.5 This Planning Obligations SPD should be read in tandem with the emerging Affordable Housing SPD which provides guidance on the Council's proposed approach to securing affordable housing on major residential developments.

Threshold and Contribution Requirements

Planning obligations relating to Affordable Housing will be sought for:

- All major residential developments
Planning obligations relating to wheelchair accessible housing may be sought for
- All residential developments

Affordable Housing

The Council will require the provision of 35%-50% affordable housing on sites providing 10 or more new residential units. The level of affordable housing and the tenure and mix will be considered on a site by site basis subject to viability having regards to the Council's policies.

Forms in Which Contributions Should be made

On-site provision is the Council's preference for how affordable housing will be provided by developers. In accordance with London Plan Policy 3.12 and Council Policy DM3, only where exceptional circumstances exist and where the Council is satisfied that it would deliver a better outcome, will off-site provision be accepted. Where exceptionally, housing cannot be provided on or off-site, a commuted sum will be required in lieu of provision to secure delivery of affordable housing on sites elsewhere. The acceptability of off-site provision and/ or commuted sums are entirely at the discretion of the Council.

Viability Re-appraisal

Where a viability appraisal is used to justify an affordable housing offer below policy requirements, the Council may require commitment to re-appraise the scheme viability (on one or more occasions) to be incorporated into the Section 106 agreement. If the viability re-appraisal/s shows that the development is capable of providing additional affordable housing up to a maximum of the policy shortfall, the developer will at that point be required to provide this.

There are a number of circumstances where the Council requires a new viability appraisal to be undertaken when the original application did not provide a policy compliant scheme in terms of the quantum and tenure mix of affordable housing including:

- Where there is a delay in starting on-site normally 2 years.
- Where an application for renewal of permission is submitted
- Where a large scheme is built out in phases, or over a long period.
- At the end of a development to assess whether the development can deliver the maximum reasonable level of affordable housing and to inform future negotiations. The viability appraisal will be carried out after the completion of sales of at least 80% of the private units. The purpose of the assessment is to determine the level of affordable housing which could have been sustained on the scheme compared to the results of the previous viability assessments taking account of final sales values achieved and other relevant costs.

Where it is concluded that the scheme can sustain a greater quantum of affordable housing and/or a more policy compliant affordable housing tenure mix can be provided, the Council will elect to seek the following or a combination of the following:

- A higher proportion of affordable housing
- Amend the tenure mix for the affordable housing element (where the scheme design permits).
- A cash in lieu contribution

Wheelchair Accessible Housing

In line with Core Strategy requirements, 10% of all new housing must be wheelchair accessible, or easily adaptable, as defined in the Managing Development Document. In exceptional circumstances, and where it can be demonstrated that this is not achievable, the Council will require a financial contribution from the developer to adapt an equivalent number of appropriately located homes elsewhere in the borough to wheelchair accessible standard. The level of any such contribution will be determined on a case by case basis commensurate with the cost of adapting homes elsewhere in the borough. The acceptability of the use of an off-site payment is entirely at the discretion of the Council.

Student Housing Development

- 5.6 BNP Paribas Real Estate's 'CIL Viability Study (August 2013) identifies two separate types of student accommodation in the borough. One type of accommodation is market student housing which charges unrestricted rents and generate sufficient surplus residual values to absorb the borough CIL. The other type, is usually tied to a university and restricts rents at lower than market levels and are identified as being unviable.
- 5.7 As of April 2015 Tower Hamlets' Student Housing CIL rate of £425 will not apply to University led student accommodation with below market rents and a planning obligation will be sought to secure the reduce rent.
- 5.8 The University in question be required to have at least one teaching facility in Tower Hamlets' CIL Charging Area or any developer undertaking development on behalf of a University must enter into a formal nomination agreement, or the equivalent, with the university in question.

Threshold and Contribution Requirements

Planning obligations will be sought for:

- Where a Student Housing development fulfills the criteria for a nil CIL rate

University- led Student Housing

When considering a nil CIL payment for University led student housing development, the Council will require a Planning Obligation to secure student accommodation let at below market rent level. The discount, to make the rent 'below market' must, as a minimum, equate to the CIL liability that would be applicable to 'Student Housing Let at Market Rents'. A valuation should be carried out by an independent person, at the cost of the applicant, to establish this.

The planning obligation will be set for a period of at least 7 years (with 7 years being equivalent to the relevant period for securing CIL charitable relief as set out in the CIL Regulations 2010 [as amended]).

For monitoring purposes, the Council will also require an 'Owners Covenant' to be secured in the obligation, to inform the Council each year of the rent level to be charged for the new academic year for the 7 year period. (CPI indexed yearly from date of planning permission)

Employment, Skills, Training and Enterprise

- 5.9 Tower Hamlets is in a unique position with regards to its economy. The borough hosts a significant financial services sector and also a large number of small and medium enterprises (SMEs). The employment opportunities arising from local development should be accessible to local residents to combat issues of social exclusion and skills mismatch. To ensure a healthy economy for Tower Hamlets, a wide mix of enterprise and commercial spaces must be supported and retained.

- 5.10 Tower Hamlets has an above average unemployment level within Greater London, with a very low proportion of Tower Hamlets' residents finding employment within the borough. Currently, only 15% of jobs within Tower Hamlets are taken up by local people. There is also a skills mismatch, with new employment opportunities requiring skills which are not widely available within the borough's current residential population. Employment opportunities should be provided through new development to local residents, with training made available to up-skill residents to compete for jobs within the borough.
- 5.11 For all new development in the borough the construction phase provides opportunities for local employment, apprenticeships and work experience placements. Commercial developments within the borough bring new employment, apprenticeship and work-experience opportunities for residents during the end-user phase. This adds increased pressure on the Council to provide access for residents to appropriate employment and skills training. Apprenticeships and work experience placements will enable residents to develop an appropriate skill-set for existing and future employment opportunities within the borough, from an early age.
- 5.12 The Council will seek to ensure that jobs are provided for local people, both in the construction phase of development and by the end-users, where appropriate. To enable local people to benefit from development growth the Council, with partners, has introduced a number of programmes to support job brokerage, employer-led training, construction skill training and apprenticeships and work experience placements.

Employment and Skills Training



Threshold and Contribution Requirements

Planning obligations relating to Employment and Skills Training will be sought for:

- All major residential developments
- All major commercial development

Job Brokerage

The Council will seek to secure a minimum of 20% of jobs (to be defined as non-technical placements), created by the construction and end-user phases of new development above the set threshold, to be advertised exclusively to local residents through the Council's job-brokerage service for a minimum period. It is expected that all reasonable endeavors be used to ensure that a target of 20% employment of local residents is achieved in both the construction and end-user phases.

Formula – Construction Phase Skills and Training

For all major developments the Council will also seek to secure training opportunities for residents. A financial contribution will be sought to support and provide the training and skills needs of local residents in accessing the new job opportunities in the construction phase of all new development. This contribution will be used by the Council to provide and procure the support necessary for local people who have been out of employment and/or do not have the skills set required for the jobs created.

Cost of Construction Training Placement (£2,605)(1)

X

(Gross Internal Area of Development/ 1000sqm)

= Required Financial Contribution

Where appropriate the Council may consider whether a developer's in-house training programme can be utilised in lieu of the construction phase skills and training contribution, on the basis that the local residents achieve a minimum requirement as secured through an in-kind obligation. The appropriateness of the in-house training will be assessed by the Council on a case by case basis.

Formula – End User Phase Skills and Training

For the end-user phase of commercial developments the Council will also seek to secure a financial contribution to support and provide the training and skills needs of local residents in accessing the new job opportunities created by the development. This contribution will be used by the Council to provide and procure the support necessary for local people who have been out of employment and/or do not have the skills set required for the jobs created.

Employee yield of the development(2)

X

Employees resident in Tower Hamlets (14%)(3)

X

Employees in Tower Hamlets requiring training & support (38%)(4)

X

Cost of training and support per person (£2,700)(5)

= Required Financial Contribution

Footnotes:

1. Cost of a construction placement based on Skillsmatch Construction Service per unit raining cost: includes CSCS card, as standard, and programmes that include: Abrasive Wheels, First Aid, and Working at Heights to more skilled plant training such as Forward Tipping Dumper and 360 excavator.
2. Calculated using the HCA Employment Densities Guide. 2nd Edition 2010 or subsequent replacement document.
3. The percentage of working age residents in Tower Hamlets employed within the borough according to the 2001 Census.
4. The percentage of residents in Tower Hamlets not currently in employment. Office for National Statistics, 2010.
5. Cost per unit of Skillsmatch training into employment.

Apprenticeships and Work Placements

For the construction phase of all new development and the end-user phase of commercial development, the Council will seek to ensure a proportion of the jobs secured for local residents provide apprenticeships where appropriate. Work experience placements for local residents, for a minimum of two weeks per placement, will also be secured from these developments where appropriate.

Local Enterprise

- 5.13 In order to support local businesses to benefit from new development within the borough, the Council will require a commitment from developments to engage local businesses through the supply chain. This will allow local businesses to compete in the local market and also encourage sustainable supply systems.

Transport and Highways

Threshold and Contribution Requirements

Planning obligations relating to Local Enterprise will be sought for:

- All major residential developments
- All major commercial development

The Council will seek to secure 20% of the total value of contracts, which procure goods and services during the construction phase of the development, to be achieved using firms located within the borough. This will be subject to competition rules. The developer will be expected to work with Council nominated organisations, such as Construction Line and East London Business Place (ELBP), in order to maximise the opportunities for local firms to win contracts through established procurement procedures.

The Council will seek to secure the provision of flexible workspace within commercial developments, to mitigate the loss of such space through the development process and to support new and existing SMEs within the borough.

- 5.14 The provision of a safe, accessible, efficient, sustainable and integrated transport network is important to ensuring everyone has access to services within and outside the borough. The Council is committed to promoting high quality public transport services and delivering an attractive, well-designed street network that reduces the need for travel by private modes of transport.
- 5.15 New development in the borough will place additional stress on the borough's transport and highway networks including public transport infrastructure, bus services and local cycle routes. New development also increases the need for pedestrian and cycle safety education and training, travel awareness publicity, sustainable freight activities and interchange accessibility improvements.

- 5.16 CIL funds will be used to address the cumulative impacts of development on the sustainable transport network. However, individual developments may cause a site-specific impact which should be directly addressed through the development itself, or where that cannot be achieved the Council will use S278 agreements or S106 Planning Obligations.
- 5.17 Developments in the borough should provide the necessary additional transport/highway improvements to mitigate the impact of the travel demand they generate. Any necessary alterations to the transport/highway network within or in the vicinity of new development will be expected to be incorporated within proposals, and permission will be refused if the developer is unwilling or unable to provide the necessary solutions. The scope of any off site works required to mitigate site specific impacts of a development will be secured under a S278 agreement and will be carried out by the Council with the developer responsible for meeting all costs associated with the design and implementation of schemes. Where a S278 agreement is insufficient, mitigation will be secured through a S106 agreement. This will be particularly relevant to developments that are larger in scale or are associated with intensive or increased travel demand.
- 5.18 The Council may also seek to secure non-financial obligations to mitigate the impact of a development proposal, proportionate to the scale and impact of the development.
- 5.19 In addition planning contributions to fund Crossrail will be negotiated in line with the Mayor of London's requirements as set out in the Use of Planning Obligations in the Funding of Crossrail, and the Mayoral Community Infrastructure Levy (2013) and policy 6.5 of the London Plan 2011.

Threshold and Contribution Requirements

In instances where a Transport Assessment is required for the development, in accordance with Managing Development Document policy DM20, the site-specific highway and transport works required will be informed by that assessment.

The Council may also seek to secure non-financial obligations to mitigate the impact of a development proposal. Non-financial obligations will include:

- Car and Permit Free Agreements - which restrict residents from applying for on-street car parking permits. Car and Permit Free Agreements will be sought for all residential development, creating one or more units.
- Car Clubs - provide on-site car parks for car club use, providing marketing about the availability of the car club and free membership for a period of years for residents of the development.
- Electric Vehicle Charging – provision of electric charging points.
- Travel Plan - preparation, submission and subsequent monitoring to ensure compliance

Public Realm, Public Access and Children's Play Space

- 5.20 The quality of the Public Realm has an impact upon the way in which an area is perceived and experienced. High quality Public Realm offers many benefits to people, communities, the environment and local economy and functions as an important place for community cohesion and leisure activities. It also has direct benefits for local people by improving safety, wellbeing, legibility of the built environment, and links between key services such as homes, schools, health services, town centres and places of employment.
- 5.21 Publically accessible open space is a key resource in an urban area such as Tower Hamlets, providing vital recreation, relaxation and wellbeing benefits, as well as a focal point for community interaction. Investment in public open space on sites will generally be met through CIL receipts as this provides the most appropriate and flexible source for income. However where publically accessible open space has been identified and can be provided within a proposed development, an agreement to safeguard the area's on-going use as publically accessible open space and future maintenance to an appropriate standard will be required.
- 5.22 The provision of facilities for children and young people is important in facilitating opportunities for play and physical activity and the development of movement and social skills. London Plan Policy 3.6 and Core Strategy policy SPO2 require that residential and mixed use developments make provision for children's play and informal recreation space. The London Plan states that the amount of provision should be proportionally based on the number of children expected to occupy the development and an assessment of future needs. Summarily, the Mayor of London concludes that new development that creates a child yield is expected to provide 10 m² of play and recreation space for every child.

Threshold and Contribution Requirements

Planning obligations relating to Public Realm, Public Access and Children's Play Space will be sought for:

- Any development where applicable

Public Realm

All development schemes that have a significant impact on the public realm will be expected to contribute towards improvements to the public realm in the vicinity of the scheme. This will exclude strategic infrastructure works identified in projects and programmes to be paid for using CIL

Public realm works will either be undertaken by the developer or made through financial contributions to the Council who will organise or undertake the works directly. Contributions could include:

- Site specific highway restoration works
- Environmental improvements and public realm enhancement works including: route ways, landscaping, tree planting, lighting, surfacing and street furniture
- Improvements to pedestrian and cycle links to local facilities, greenspaces and public transport
- Restoration and enhancement works to buildings linked to development within conservation areas or listed status

Public Access

Where open space suitable for public access has been identified and can be provided within a proposed development, an agreement to safeguard the area's on-going use as publically accessible open space and future maintenance to an appropriate standard will be required. In some instances, if the Council agrees to manage the space, the ownership of the land should be transferred to the Council at no cost and a commuted sum for maintenance will be required. A land transfer arrangement will normally only be considered, however, for areas of open space larger than one hectare which do not serve a dual function as access to properties.

Children's Play Space

Applicants must assess the needs arising from a development by following the benchmark standards outlined in the Mayor's Shaping Neighbourhoods: Play and Informal Recreation SPG (2012). The Council policy DM4 and the Mayor's SPG require all developments with an estimated child occupancy of 10 children or more to ensure there is appropriate play provision (well-designed play and recreation space) to meet the needs arising from the development.

In exceptional circumstances it may not be possible to provide the required identified play space on site. In such circumstances an equivalent financial contribution will be sought to fund off-site provision of, or improvements to, an existing adjacent or nearby playground. This could also include improvements to access arrangements from the development to the playground. Further details are set out in the Mayor's Shaping neighbourhoods: Play and informal recreation Supplementary Planning Guidance (2012).

Environmental Sustainability

5.23 The promotion of renewable, sustainable forms of energy and enhancements to wildlife biodiversity within Tower Hamlets is important to ensuring the borough is environmentally sustainable.

Energy

5.24 To ensure that the ability of future generations to enjoy the borough is not compromised by the energy requirements of today, it is essential that new developments are as energy efficient as they can be and contribute to reducing energy demands and pollution.

5.25 New development increases the demand for energy supply and requires solutions and innovation to reduce consumption and thereby promote and provide new renewable energy sources and sustainable development.

5.26 The Council strongly supports the development of energy efficient buildings and ensuring all new homes are built to zero carbon standards (as defined by CLG) by 2016 and all new non-domestic developments are built to zero carbon standards by 2019.

Threshold and Contribution Requirements

Planning obligations relating to Energy will be sought for:

- All major developments

The Council will seek contributions towards Energy initiatives for all new development, above the set threshold.

CO2 Reduction

Where officers consider all opportunities to meet the relevant Development Plan carbon reduction targets on-site have been exhausted, contributions to a carbon offsetting fund will be sought to meet the shortfall.

Contributions will be placed in the carbon offsetting fund and will be used by the Council to reduce carbon dioxide emissions in projects elsewhere in the borough. Details of the fund will be set out in the Council's Carbon Offsetting Study.

Formula – Carbon offsetting

$$\text{Carbon Offset Contribution} = (T - (R \times 0.55)) \times Y \times Z$$

Where:

T is the energy efficient design baseline which comprises the regulated CO2 emissions assuming the development complied with Part L of the Building Regulations using Building Regulations approved compliance software (see references to SAP and SBEM below) following application of Be Lean, Be Clean and Be Green measures.

R is the baseline being Part L of the Building Regulations Compliant Development. This comprises the regulated CO2 emissions assuming the development complied with Part L of the Building Regulations 2013 using Building Regulations approved compliance software (see references to SAP* and SBEM** below).

Y is the number of years for which the contribution is payable, being [30] years;

Z is £60 per tonne of carbon dioxide, being the cost of carbon per tonne taken from paragraph 10 of the Mayor's published Energy Planning: Greater London Authority Guidance on Preparing Energy Assessments (April 2014).

**SAP means the Department of Energy & Climate Change's Standard Assessment Procedure published 22 January 2013 which is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings.'*

***SBEM means Simplified Building Energy Model being a software tool developed by the Building Research Industry for the Department for Communities and Local Government that provides an analysis of a building's energy consumption.*

Biodiversity

5.27 The quality of the physical environment is under increasing pressure in Tower Hamlets with a growing population and significant development demands. The Council recognises the importance of responding to the impacts of climate change and an increasingly dense cityscape by maintaining and encouraging biodiversity within the Borough.

5.28 Tower Hamlets has a number of strategies and studies in place that present clear options to help mitigate the impacts of development on biodiversity.

Threshold and Contribution Requirements

Planning Obligations relating to Biodiversity will be sought for:

- All major residential development
- All major commercial development

Biodiversity

Where it is considered unfeasible for a development to provide adequate on-site biodiversity enhancements, or where projects in nearby open spaces, or enhancements to nearby rivers or water bodies, offer better opportunities to enhance biodiversity and/or access to nature, the Council will seek an equivalent financial contribution to off-site projects which will be secured for enhancements which help to deliver the Tower Hamlets Biodiversity Action Plan.

Flood Risk

- 5.29 There are extensive areas in Tower Hamlets that have been identified as being at risk of flooding. Flood risk in the borough arises from rivers, canals, basins, sewers, surface water and groundwater.
- 5.30 The Council's Core Strategy and Managing Development Policies documents seeks to ensure that developers demonstrate that account has been taken of flood risk from all sources, and that the proposed development incorporates mitigation and management measures appropriate to the use and location. The Council also requires developers to improve water efficiency and reduce surface water run-off through the use of a range of Sustainable Drainage Systems (SUDs) appropriate to the various parts of the Borough

Threshold and Contribution Requirements

Planning Obligations relating to Flood Risk will be sought for:

- Any development where applicable

Flood Risk

It must be demonstrated that any new development will reduce the risk of fluvial, tidal and surface water flooding and manage residual risks through appropriate flood risk measures. Measures to mitigate flooding from ground water and sewers should also be included.

Provision of flood risk mitigation measures such as Sustainable Drainage Systems (SUDS) are expected to be provided on-site and secured through conditions or S106 agreement

6. Monitoring and Implementation

- 6.1 The requirement on the Council to monitor all aspects of S106 agreements carries a financial cost that constitutes an impact from new development. Accordingly, the Council will require a monitoring fee as a financial contribution for each S106 agreement. All planning obligations, whether financial or in-kind, require monitoring to ensure the obligation is fully complied with and in line with the trigger date as well as the relevant legal requirements.
- 6.2 This monitoring fee excludes all legal costs associated with the preparation of S106 agreements.

Threshold and Contribution Requirements

Planning Obligations relating to Monitoring and Implementation will be sought for:

- All developments requiring a S106 agreement.

The Council will require a contribution of £500 per principal clause within a S106 Agreement.

For exceptionally detailed agreements, (for example, variations to existing agreements or those that are complex to monitor and implement) the Council may request a contribution above the standard charge.

7. Procedure & Management

- 7.1 The Council starts managing and monitoring each S106 agreement from the moment it is signed. This is a complex process which covers over a thousand legal documents, all with multiple trigger points and obligations. Tower Hamlets Council employs S106 officers dedicated to overseeing this complex programme and ensuring the successful delivery of the obligations secured through S106 agreements.
- 7.2 An internal, cross-directorate panel, chaired by the Corporate Director of Development and Renewal, oversees the process of determining and approving S106 funding. This panel was established by the LBTH Cabinet in 2004 and granted delegated authority to undertake this role.

Trigger Points

- 7.3 During the negotiation process, trigger points for each obligation will be agreed upon between the developer and the Council. There are established trigger points which are suitable for S106 agreements and triggers selected in each case will be based on the nature of the obligation and the stage at which the mitigation is required. The established trigger points are:
- Upon the date that the agreement is signed;
 - Upon or prior to commencement of the development;
 - Upon or prior to practical completion of the development; and,
 - Upon or prior to occupation of the development
- 7.4 The Council will encourage the use of these four identified triggers in negotiations, with the commencement of the development being the preferred point for an obligation to be delivered upon.

Interest Bearing Accounts

- 7.5 When a financial contribution is received it will be placed within an interest bearing account from the date of its receipt. The interest accrued will be applied by the Council to the related S106 project(s).

Penalty Clause and Enforcement of Obligations

- 7.6 Trigger points will vary for each individual obligation within the S106 agreement. The developer is bound within each S106 agreement to notify the Council upon commencement of the development. Where the Council is not notified and obligations become overdue the Council will seek to enforce the obligation and will activate the penalty clause.
- 7.7 A clause included in the S106 agreement will ensure prompt payment by inserting a financial penalty where payments are overdue. As a final recourse, where obligations are not subsequently enforced, the Council will take legal action against those in

breach of a S106 agreement. Non-financial obligations are also legally binding and where not provided according to the terms of the S106 agreement may be legally enforced by the Council.

Complying with Planning Obligations – the Developer’s Role

Complying with Financial Obligations

7.8 Where a S106 agreement contains a financial obligation, details of how to make the payment to the Council are provided. A payment form as standard will be appended to the agreement and any payments should be made using this form, following the instructions provided. The payment can be made through BACS/CHAPS, cheque or postal order. Once received, the payment will be logged onto the Council’s systems. A breakdown of received financial contributions is published on the Planning Obligations Webpage (found at www.towerhamlets.gov.uk) on a quarterly basis.

Index Linking Payments

7.9 Financial contributions will be index linked in order to allow for the fluctuation of prices between the date the agreement is signed and the date the payment is made. This is calculated based on the indexation adjustment of the relevant index, from the date the S106 agreement is signed to the expected date of payment. The additional amount paid on top of the financial contribution adjusts the contribution in accordance with inflation.

7.10 The method of indexation should be specified within the legal agreement and will usually either be the Retail Price Index (RPI) published by the Department of Trade and Industry (DTI), the Building Cost Information Service Index (BCIS) published by the Royal Institution of Chartered Surveyors (RICS) or the Consumer price index (CPI) published by the Office for National Statistics, depending on the nature of the contribution. In the event that the index shall decrease, the contribution shall not fall below the figure set out in the S106 agreement.

7.11 The Council will endeavour to provide updated costs for the standard charges provided throughout the Document as and when necessary.

Complying with In-kind Contributions

7.12 Where an in-kind obligation is required through a S106 agreement the developer should provide evidence of compliance with the obligation to the Council, as outlined in the terms of the specific clauses. This evidence should be provided to the Council’s Planning Obligations Officer. If approval is required from the Council on an element of the in-kind obligation, the Planning Obligations Officer should be the first point of contact.

Monitoring and Delivery of Planning Obligations – the Council’s Role

Non-Financial Obligations

- 7.13 The delivery of non-financial contributions, or in-kind obligations, will be monitored by the appropriate service areas responsible for project delivery. For example, where there is an Affordable Housing element to a legal agreement, the Affordable Housing Team will monitor this section of the agreement to ensure that it is complied with.

Financial Contributions

- 7.14 Once a financial contribution is received by the Council the service area or organisation with the responsibility for delivery of the S106 project will be informed. Projects funded through planning contributions will be selected through strategic objectives, which identify the infrastructure needed within the borough through public consultation and work undertaken by the individual service areas in the Council.

Glossary of Terms

Affordable Housing

As defined in The London Plan (2011) in Chapter 3 at Policy 3.10 and paragraph 3.61.

Community Infrastructure Levy (CIL) – Tower Hamlets

A Levy charged on new development in the Borough, by the London Borough Of Tower Hamlets in order to fund infrastructure that is needed to support growth in the area.

Community Infrastructure Levy (CIL) – London

A Levy charged on new development in London by the Mayor of London since the 1st April 2012 to fund strategic transport. This Levy is in addition to the LBTH Borough's CIL.

Community Infrastructure Levy Regulations

Regulations approved by the House of Commons in accordance with section 222(2)(b) of the Planning Act 2008.

Community Plan

A document prepared by the Tower Hamlets Partnership setting out how the quality of life in the borough will be improved in the period to 2020 and in accordance with four overarching themes.

Core Strategy

The primary document of the Local Plan, the Core Strategy sets out the long-term spatial strategy to deliver the aspirations set out in the Community Plan 2020 through broad areas and principles of where, how and when development should be delivered across the borough to 2025.

Development Plan Document (DPD)

A document which is part of the Local Plan and sets planning policy in local authority areas.

Green Grid

A network of interlinked, high-quality and multi-functional open spaces, waterways and other corridors (see Tower Hamlets Green Grid Strategy).

Habitable Room

A room within a dwelling, the main purpose of which is for sleeping, living or dining and meeting minimum room sizes set out in London Housing Design Standards. It is any room with a window that could be used to sleep in, regardless of how it is used. It excludes toilets, landings, halls, lobby areas and kitchen diners with an overall floor area of less than 13m².

Heads of Term

The different topic areas under which planning obligations might be identified in a Section 106 Agreement, for example Affordable Housing or Employment and Enterprise.

Idea Store

A strategic facility in Tower Hamlets which provides library facilities, a wide range of adult learning courses, computer access and activities and events.

Infrastructure Delivery Plan (IDP)

A schedule listing the key pieces of infrastructure required by the Core Strategy over the lifetime of the plan.

Local Implementation Plan (LIP)

Statutory transport plans produced by London Boroughs bringing together transport proposals to implement the Mayor of London's Transport Strategy at the local level.

Local Plan

Is the term for the Council's Development Plan Documents comprising the adopted Core Strategy and the Managing Development Document and Fish Island Area Action Plan.

Major Commercial Development

Any commercial development, including hotels, creating 1,000sqm or more of commercial floorspace.

Major Residential Development

Any residential development, including student housing, creating 10 or more units.

Managing Development Document

The Managing Development Document forms part of Tower Hamlets Local Plan. The document is the planning tool to help meet the policies and objectives identified in the Core Strategy.

Material Consideration

A legal term describing a matter or subject which is relevant (i.e. material) for a local authority to consider in assessing development proposals and when using its powers under planning law.

Public Realm

Any publicly owned streets, pathways, right of ways, parks, publicly accessible open spaces and any public facilities.

Regulation 123 List

Under Regulation 123 of the CIL Regulations 2010 (as amended), a Charging Authority is required to provide a Regulation 123 list, which sets those projects or types of infrastructure that it intends to fund through the Levy. .

Section 278 Agreement

A legal agreement completed between the developer and the Local Planning Authority, under section 278 of the Highways Act 1980, where a development requires works to be carried out on the existing adopted highway. These agreements provide a financial mechanism for ensuring delivery of mitigation works identified and determined as necessary for planning permission to be granted.

Transport Assessment (TA)

A document which accompanies a planning application, and is used by planning authorities and highways authorities to determine whether the impact of a new development on the transport network is acceptable. It should identify what measures may be required to deal with the predicted transport impacts and to improve accessibility and safety, especially for pedestrians, cyclists and public transport users.

Viability Assessment

An assessment of the financial viability of a development, taking into account a range of different factors such as location, type of site, size of scheme and scale of contributions to infrastructure and facilities.



Revised Planning Obligations Supplementary Planning Document

EQUALITIES ANALYSIS SCOPING REPORT

April 2015



Equality Analysis (EA) Scoping Report

Section 1 – General Information (Aims and Objectives)

Name of the proposal including aims, objectives and purpose:

(Please note – for the purpose of this doc, ‘proposal’ refers to a policy, function, strategy or project)

London Borough of Tower Hamlets Revised Planning Obligations Supplementary Planning document

Who is expected to benefit from the proposal?

The local community, which includes local residents, businesses and organisations within Tower Hamlets, through the mitigation of site-specific and negative impacts of development and provision of affordable housing and opportunities to the local workforce and local business.

Service area:

Planning and Building Control

Team name:

Infrastructure Planning

Service manager:

Owen Whalley (Planning & Building Control Service Head)

Name and role of the officer completing the EA Scoping Report:

Danalee Edmund, CIL Officer

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

The Revised Planning Obligations SPD is a tool for negotiating contributions to mitigate any negative site-specific impacts of development. The Revision is required because some of the impacts of development on the borough’s infrastructure (such as education, health, open space and transport needs) will now be mitigated through a locally set Community Infrastructure Levy. CIL regulations do not allow the Council to collect both CIL and S106 for expenditure on the same infrastructure items. Following the adoption of CIL it will no longer be possible to negotiate S106 Planning Obligations using the adopted Planning Obligations SPD and therefore a revised SPD, with a narrower focus, is required. The adopted Planning Obligations SPD passed through a period of consultation and Cabinet approvals prior to adoption and included an Equalities Analysis. The adopted SPD was not considered to have any negative impacts on any particular equalities groups.

Section 3 – Assessing the Impacts on the 9 Groups

How will what you’re proposal impact upon the nine Protected Characteristics?

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

The resident population of London Borough of Tower Hamlets is estimated to be approximately 254,100 in 2011 according to the census. In respect of the protected characteristics detailed in the Equalities Act 2012, the information below, sourced from 2011 census and GLA's population projections data, provide general information of equality profiles for various groups that will or likely to be affected by the LBTH CIL.

Population

The 2011 census showed that Tower Hamlets has had the fastest growing population of any Local Authority in the country over the last 10 years. At 254,100 usual residents, the population has increased by 29% since 2001 (57,990 additional residents).

Age

The main driver of the growth since the 2001 Census has been in the working age population (aged 20 to 64). Residents in the 20 to 64 age group have increased from 122,070 in 2001 to 176,400 in 2011, an increase of over 44.5% (54,330 residents).

Race

More than two thirds (69 per cent) of the borough's population belong to minority ethnic groups (ie not White British): 55 per cent belong to BME (Black and Minority Ethnic) groups and a further 14 per cent are from White minority groups.

The borough's three largest groups are the Bangladeshi (32 per cent), White British (31 per Cent) and 'Other White' populations. Considered together, people from these three ethnic groups make up around three-quarters of the Tower Hamlets population.

A number of other ethnic groups in the borough, though smaller in population size, have also seen quite fast growth (relative to the overall growth rate for the borough of 30 per cent). The following groups have more than doubled in size: Mixed ethnic groups (+113 per cent); Indian (+126 per cent); Chinese (+127 per cent); Other Asian (+227 per cent) and Black Other (+312 per cent).

Religion or Belief

The Borough's largest faith groups are Muslim and Christian. The 2011 census shows that 34.5 per cent of residents identified themselves as Muslims and 27.1 per cent residents identified themselves as Christian.

There have been significant changes in the faith composition of the population over the last ten years. Most notably, there has been a decline in the number of Christians and an increase in the number of people reporting no religion at all. These trends have been evident both locally and nationally.

Disability

By August 2010, there were more than 10,000 claimants of disability living allowance in Tower Hamlets. 52 per cent were male and 48 per cent were female. Among them, over 7,000 people had claimed disability living allowance for 5 years and over. People between the ages of 25-49 accounted for the highest number of claimants of disability living allowance.

Disabled people often face significant employment barriers; only one third population of this group are in employment, this compares against almost two thirds of non-disabled people of the same age profile.

Gender Reassignment

The Council does not have demographic information on gender reassignment. However, this group of people are taken to be represented in Tower Hamlets population.

Gender

The 2011 Census shows that the population of Tower Hamlets is 51.5 % men and 48.5 % women - a gender ratio of 106 male residents per 100 female residents. There are some significant

imbalances in specific age bands – with the greatest imbalance in the 40-44 age range, where it reaches 132 males for every 100 females and is significantly different from London and National averages.

Sexual Orientation

The Council does not have demographic information on sexual orientation. However, this group of people are taken to be represented in Tower Hamlets population.

Marriage and Civil Partnerships

At the time of the 2011 Census, there were more single persons (aged 16 and over) than married/re-married persons living in the Tower Hamlets, which was about 34.6% against 23.7%.

Pregnancy and Maternity

From January to December 2010, the total birth in Tower Hamlets was about 4,600. Over 50 per cent were males and about 48 per cent were females.

Socio Economic

There has been a rapid population growth in Tower Hamlets in recent years. This trend is expected to continue over the next 15 years. As a result of this growth, there is a pressing need to improve the provision of local infrastructure, which can help enhance people's quality of life in the Borough. Accessing affordable housing and the job market are the two main issues in Tower Hamlets.

• **What qualitative or quantitative data do we have?**

1. A profile of the Tower Hamlets Population (2010)
2. Census 2011 Briefings
3. Population – key facts research briefing (2011)
4. Infrastructure Delivery Plan (2009) and updated report (2011)
5. Tower Hamlets Planning for population change and growth: capacity assessment baseline report (2009)
6. Equalities Analysis for London Borough of Tower Hamlet's Development Plan Documents (2011)
7. Sustainability Appraisal for London Borough of Tower Hamlet's Development Plan Documents (2011)
8. Planning Obligations Supplementary Planning Document (2012)
9. Consultation and engagement reports for London Borough of Tower Hamlets' Development Plan Documents, Local Development Framework (2011)
10. Tower Hamlets Local Development Framework Annual Monitoring Report (2011)
11. Strategic Housing Market and Needs Assessment (2009)
12. Planning for a healthier urban environment in Tower Hamlets (2011)
13. Tower Hamlet's Parking stress study (2011)
14. Managing Travellers' Accommodation (2011)
15. London Borough of Tower Hamlets - London Heat Map Study (2011)

16. Tower Hamlets Green Grid Strategy (2010)
17. The Cycling Plan for Tower Hamlets (2009)
18. Tower Hamlets Strategic flood risk assessment (2012)
19. Tower Hamlets Primary school site selection and summary table (2012)
20. Tower Hamlet's Transport Planning Strategy 2011 – 2031 (2011)
21. Tower Hamlets Public transport capacity assessment (2006)
22. The walking plan for Tower Hamlets 2011-2021 (2011)
23. London Borough of Tower Hamlets Waste evidence base report update (2011)
24. Multi-faith burial site for Tower Hamlets – Criteria for site identification (2009)
25. Character area assessments (2006)

- **Equalities impact on staff**

The development of the Revised Planning Obligations SPD is a process which involves other teams across directorates. The SPD itself does not have a direct impact on staff but improved infrastructure as a result of Planning Obligations will affect staff in the same way as other residents and employees in the borough.

- **Barriers**

Communication – Many local residents in the Tower Hamlets are from BME groups. English may not be their first language. This may cause difficulty to understand the Revised Planning Obligations SPD and how it may impact their lives. Any consultation will be compliant with the Council's Statement of Community Involvement approved in 2009. If requests are received the consultation material can be translated.

- **Recent consultation exercises carried out**

The Revised Planning Obligations SPD has been developed in consultation with key internal stakeholders to ensure any impacts resulting from the revision of the SPD are addressed and, where deleterious, avoided. Within the Council, an Infrastructure Planning Steering Group has been set up to discuss infrastructure requirements, costs and funding sources for the Borough on a quarterly basis. Discussions have also been held with the Mayor of Tower Hamlets and the Lead Members for Housing and Resources on the proposed approach to the continued use of S106 and CIL.

The Revised Planning Obligations SPD along with the SEA and EQIA was first consulted on in October 2013. No negative impact have been identified or contested in both the EQIA and SEA at public consultation.

Following approval by Cabinet, the Council will submit the Revised Planning Obligations SPD to a five week period of consultation, in accordance with the approach outlined in the Statement of Community Involvement.

- **Additional factors which may influence disproportionate or adverse impact?**

The Planning Obligations SPD provides guidance on when the Council is likely to secure site mitigation measures through a S106 agreement to make a development acceptable. The

Council's proposed use of S106 agreements is in line with national, regional, and local planning policy. In all instances where a S106 agreement is sought the objective is to mitigate site-specific negative impacts of development. The Revised Planning Obligations SPD will therefore not have any disproportionate impacts upon any group as all measures are universally positive. Failure to adopt a Revised Planning Obligations SPD may, however, have disproportionate and adverse impacts on some of the borough's residents because some adverse impacts of development may not be appropriately mitigated.

- **The Process of Service Delivery**

Securing site-specific development mitigation through S106 will assist service delivery in helping the Council achieve its major objectives including ensuring Tower Hamlets is a Great Place to Live.

Target Groups	Impact – Positive or Adverse What impact will the proposal have on specific groups of service users or staff?	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform decision making <p>Please also how the proposal will promote the three One Tower Hamlets objectives?</p> <ul style="list-style-type: none"> -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
Race	Neutral	<p>The BME groups are expected to continue to rise over the next 15 years in the Borough. Within this group, unemployment levels are generally higher than the national average.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is predominantly a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. However, some developments will be expected to make a contribution towards local employment and enterprise, which will benefit residents of all ethnicities. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p> <p>Evidence from the 2011 Census showed that BME residents were more likely to be in need of social housing and living in overcrowded households. S106 agreements will continue to be used to secure affordable housing which will have a positive outcome to residents in need of social housing, regardless of need.</p>
Disability	Neutral	<p>People with disabilities face significant employment barriers, as disabled people are three times more likely to be unemployed than people with no disabilities.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is predominantly a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. However, some developments will be expected to make a contribution towards affordable housing, wheelchair access, local employment and enterprise, transport, public realm, public access and environmental sustainability which will benefit all residents and is particularly important for people in this equalities group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Gender	Neutral	<p>The 2011 census figures show that the number of men outnumbers females significantly within the 35-54 age groups in the Borough. Women outnumber men among the 20-24 age group, and again in the 65 – 69 age</p>

		<p>group.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Gender Reassignment	Neutral	<p>The targeted group is taken into consideration as part of the profile of the Tower Hamlets population, although the data is unavailable at this stage.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Sexual Orientation	Neutral	<p>The targeted group is taken into consideration as part of the profile of the Tower Hamlets population, although the data is unavailable at this stage.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Religion or Belief	Neutral	<p>Residents in Tower Hamlets profess a wide range of faiths. Significantly represented faiths include Islam and Christianity, however many other religious, and non-religious, belief systems are represented across the borough.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Age	Neutral	<p>The older age group is expected to increase the most over the next fifteen years in the Tower Hamlets as is the peak of residents currently in their late twenties and early thirties. Working age residents (aged 16 to 64) make up 74.1% of the usually resident population in Tower Hamlets.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is predominantly a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. However, some developments will be expected to make a contribution towards affordable housing, wheelchair access, local employment and enterprise, transport, public realm, public access, play space and environmental sustainability which will benefit all residents and is particularly important for people in this equalities group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106</p>

		Agreement would be appropriate for a specific development.
Marriage and Civil Partnerships.	Neutral	<p>At the time of the 2011 Census, there were more single persons (aged 16 and over) than married/re-married persons living in the Tower Hamlets, which was about 34.6% against 23.7%.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Pregnancy and Maternity	Neutral	<p>The targeted group is taken into consideration as part of the profile of the Tower Hamlets population.</p> <p>S106 Planning Obligations will not have direct equality impacts on this target group as it is predominantly a financial document and therefore it is not considered it will have a disproportionate effect on the targeted group. However, some developments will be expected to make a contribution towards affordable housing, wheelchair access, transport, public realm, public access, play space and environmental sustainability which will benefit all residents and is particularly important for people in this equalities group. Equalities needs are assessed by relevant service areas and planning officers when assessing whether a S106 Agreement would be appropriate for a specific development.</p>
Other Socio-economic Carers	N/A	N/A

Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence of or view that suggests that different equality or other protected groups (inc' staff) could have a disproportionately high/low take up of the new proposal?

No

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added/removed?

(Please note – a key part of the EA Scoping Report process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. An EA Scoping Report is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes

How will the monitoring systems further assess the impact on the equality target groups?

The EqIA will be reviewed annually to assess impact of equality target groups of the Revised Planning Obligations SPD

Does the policy/function comply with equalities legislation?
(Please consider the OTH objectives and Public Sector Equality Duty criteria)

Yes

If there are gaps in information or areas for further improvement, please list them below:

How will the results of this Equality Analysis feed into the performance planning process?

The results of this EA Scoping Report will be used to ensure that:

1. The Council is clear on any future use of S106 Planning Obligations
2. The Revised Planning Obligations SPD is consulted again on for a period of five weeks prior to adoption.

Section 6 - Action Plan

As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
<ul style="list-style-type: none"> The local community, key stakeholders are consulted appropriately as required by the Statement of Community Involvement and Government legislation 	Undertake further 5 weeks consultation	April - May 2015	Planning Obligations Officer	Consultation to begin following approval from the Mayor in Cabinet

Section 7 – Sign Off and Publication

Name: (signed off)	Anne-Marie Berni
Position:	Infrastructure Planning Manager
Date signed off: (approved)	26/03/2015



Draft SEA Screening Determination Letter and Sustainability Appraisal Review

Revised Planning Obligations Supplementary Planning Document

April 2015



1. Background

- 1.1 Following the adoption of the Core Strategy in September 2010, the Council produced and adopted a Planning Obligations Supplementary Planning Document (SPD) in January 2012. The adopted Planning Obligations SPD includes guidance on the S106 planning contributions that the Council seeks, to mitigate adverse effects of development on the borough's infrastructure, as well as adverse effects of development at the site-specific level.
- 1.2 From April 2015, the Council will charge a Community Infrastructure Levy (CIL) to mitigate any borough-wide impacts of development and therefore the scope for negotiating Planning Obligations Agreements will become more limited to infrastructure requirements that are site specific in nature and not covered by CIL. The Council therefore needs to update the Planning Obligations SPD to address these changes.
- 1.3 This document considers whether the proposed Revised Planning Obligations SPD should be subject to a Strategic Environmental Assessment (SEA) and provides a Sustainability Appraisal Review (SA). This document constitutes the Council's Determination Letter and accompanying Statement of Reasons.

2. The Revised Planning Obligations SPD

- 2.1 The Revised Planning Obligations SPD will set out guidance on how the Council will continue to apply planning obligations (also known as S106) following the introduction of CIL. Future use of Planning Obligations will be in accordance with Regulation 122 of The CIL Regulations 2010. Therefore, a Planning Obligation may only be entered into where the obligation is:
 - (a) necessary to make the development acceptable in planning terms;
 - (b) directly related to the development;and
 - (c) fairly and reasonably related in scale and kind to the development.
- 2.2 Funds to support the delivery of local and strategic infrastructure that is required as a result of new development such as transport schemes, open spaces, schools and community facilities, will now be secured through CIL.

3. Purpose of this SA Review

- 3.1 An SA considers the potential impacts of a planning policy document on the environment, the economy, and society. It does this by assessing the extent to which the planning document will help achieve a set of objectives that cover a range of issues, including air quality, landscape, water, health and the population. The SA also has to satisfy the requirements of the EC Directive 2001/42/EC on the assessment of the effects of certain planning documents and programmes on the environment (known as the Strategic Environmental Assessment [SEA] Directive).
- 3.2 There is no longer a statutory requirement for the Council to produce an SA for Supplementary Planning Documents (SPD), however, the requirement remains for Development Plan Documents (DPD). An SA was undertaken for the Council's Core Strategy 2025, and the emerging Managing Development DPD.
- 3.3 Although it is not a statutory requirement to prepare an SA for SPDs, in pursuing best practice the Council has undertaken an SA Review for the Planning Obligations SPD. This SA review does not constitute an SA satisfying the EC Directive 2001/42/EC (or accompanying regulations), however, it will enable the Council to ensure that the social, economic and environmental impacts of the draft Planning Obligations SPD have been considered and that the SPD is a robust and coherent document that considers all aspects of sustainability. This document will also provide an efficient method of determining if the SPD is compatible with the sustainability objectives established in the SA for the Core Strategy.
- 3.4 This SA Review draws heavily on the SA review undertaken as a part of the evidence base for the adopted Planning Obligations SPD. The Revised Planning Obligations SPD is also supported by an Equalities Analysis (EA) Scoping Report. Following an external consultation on the SPD, between April to May 2015, any required changes which impact the Sustainability Appraisal will be reassessed.

4. SEA Screening Determination

Legislation

- 4.1 AnSEA is an assessment of the likely effects of a plan or programme on the environment. The requirement for SEA is set down in the EU Strategic Environmental Assessment Directive (2001/42/EC) which was transposed into UK law in 2004 through The Environmental Assessment of Plans and Programmes Regulations 2004 (known as the 'SEA Regulations').
- 4.2 The Revised Planning Obligations SPD is considered to be a plan/programme as defined by the SEA Regulations. Regulation 9 of

the SEA Regulations require the responsible authority (in this case LBTH) to determine whether or not a plan or programme is likely to have significant environmental effects and would therefore be subject to an SEA.

Previous SEAs

- 4.3 The Council has previously undertaken a Sustainability Appraisal for the Core Strategy. The Sustainability Appraisal for the Core Strategy also satisfied the requirements of the EC Directive 2001/42/EC and SEA Regulations on the assessment of the effects of certain plans and programmes on the environment.
- 4.4 The adopted Planning Obligations SPD is a supplementary document to the Core Strategy. The adopted Planning Obligations SPD was therefore considered to be in-keeping with what had already been assessed within the Core Strategy Sustainability Appraisal and therefore an SEAs not required.
- 4.5 Following consultation on the determination with the statutory environmental bodies (Environment Agency, English Heritage and Natural England) as defined in Regulation 4(1) of the SEA Regulations, responses were received from the Environment Agency and Natural England (previously English Nature), both of whom confirmed that the Planning Obligations SPD does not require an SEA to be undertaken as the SPD was considered to be an elaboration of an existing plan and is therefore a 'minor modification' of that plan as defined by Regulation 5(6) of the SEA Regulations, and is unlikely to have significant effects.

5. Decision (Determination Letter)

- 5.1 This Determination Letter considers the Revised Planning Obligations SPD in relation to the previous assessments, to determine whether there would be any new likely significant effects.
- 5.2 Consideration has been given to the likely significant effects on the environment, including on issues, such as biodiversity, population, human health, fauna, flora, soil, water, air, climatic factors, material assets, cultural heritage including architectural and archaeological heritage, landscape and the interrelationship between the above factors.
- 5.3 Regulation 5(6) identifies when an environmental assessment does not need to be carried out, which is either the use of a small area at local level, or for a minor modification to a plan or programme, unless it has been determined that it is likely to have significant environmental effects.

- 5.4 The Revised Planning Obligations SPD does not introduce new mechanisms under which a S106 contribution shall be required, rather it refines the Council's approach by removing the requirement to mitigate some forms of development impacts through S106 in favour of CIL.
- 5.5 LBTH has determined that an SEA is not required as the Revised Planning Obligations SPD is a 'minor modification' of a previous plan and significant effects are not likely.
- 5.6 Regulation 9 (3) of the SEA Regulations requires that where it has been determined that a plan or programme is unlikely to have significant effects (and accordingly does not require an environmental assessment) a Statement of Reasons should be prepared. This is set out in Table 3.

6. Consultation

- 6.1 A copy of this SEA Determination Letter and Statement of Reasons can be viewed online here:

http://www.towerhamlets.gov.uk/lgs/501-550/register_of_planning_decisions/section_106_planning_obligatio.a.spx

- 6.2 A copy will also be available for inspection by the public as at the Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG.
- 6.3 If you require any further assistance, please contact the Infrastructure Planning Team on 020 7364 1666/6363 or email CIL@towerhamlets.gov.uk

7. Revised Planning Obligations SPD Context

7.1 Table 1 below provides an overview of the Revised Planning Obligations SPD. For further details, please refer to the Revised Planning Obligations SPD.

Legislative Context	<ul style="list-style-type: none"> • Review of the Town & Country Planning Act 1990. • Review of Community Infrastructure Levy Regulations 2010 (Regulation 122 and Regulation 123).
Policy and Guidance Context	<ul style="list-style-type: none"> • Review of national guidance contained within Planning Policy Statement 1 and Planning Policy Statement 12. • Focus on guidance contained within Circular 05/2005 which details the use of Planning Obligations. • Review of Regional Policy, the Draft Replacement London Plan 2010. • Review of Local Policy and Guidance including the Council's Community Plan 2008/2009, emerging Development Plan Documents and Area Actions Plans and the Unitary Development Plan saved policies 1998.
Approach to Infrastructure Delivery	<ul style="list-style-type: none"> • Summary of the Approach to development mitigation and Infrastructure Delivery • Summary of the Council's proposed use of CIL • Summary of the Council's proposed use of S106
Negotiating Planning Obligations	<ul style="list-style-type: none"> • Liaising with the Council at the pre-application stage. • Submission of Planning Obligation details at application stage. • Where application is unable to provide the contributions, a Viability Assessment is required to be submitted alongside a planning application.
Standard Obligations and Charges	<ul style="list-style-type: none"> • This section sets out the standard Planning Obligations that the Council will seek. • Each Planning Obligation has been set out individually with 'justification', 'threshold' and 'approach'.
Procedure and Management	<ul style="list-style-type: none"> • Information relating to monitoring and managing planning agreements including details of; <ul style="list-style-type: none"> ▪ monitoring fees ▪ trigger points ▪ pooling of contributions ▪ interest bearing accounts ▪ penalty clause and enforcement of obligations ▪ complying with planning obligations ▪ monitoring and delivering planning obligations

8. Sustainability Appraisal Review

- 8.1 The objectives from the Core Strategy's SA have been used to assess the adopted Planning Obligations SPD and the Revised Planning Obligations SPD. The purpose of this exercise is to identify any negative impacts in the Revised Planning Obligations SPD, and where appropriate identify mitigation measures. The results of this assessment are set out in Table 3: Statement of Reasons.
- 8.2 In general, it is considered that the Revised SPD will contribute to achieving the principles of sustainable development and is aligned with the SA objectives established in the Core Strategy. It performs well against the SA objectives and no instances were identified where the Revised Planning Obligations SPD would conflict with the SA objectives.
- 8.3 Table 3 presents the results of the assessment against each SA objective using the key below in Table 2. Effects are permanent and of borough wide significance unless indicated otherwise in the commentary box.

Table 2: Criteria for Determining Significance of the Effect

Potential for significant positive effect	++
Potential for a minor positive effect	+
No relationship	
Potential for a minor negative effect	-
Potential for significant negative effect	--
Uncertainty	?

Table 3: Statement of Reasons

<p>Sustainability Objective and Questions to Consider</p> <p><i>As set out by the Sustainability Appraisal of the Core Strategy (2009)</i></p>	<p>Objective Met?</p>	<p>Comments</p>	<p>Recommendations / Mitigation</p>
<p><i>Environmental</i></p>			
<p>Biodiversity: To conserve and enhance natural habitats and wildlife and bring nature closer to people.</p> <ul style="list-style-type: none"> • Will it conserve and enhance habitats and species in accordance with the Local Biodiversity Action Plan. In particular, will it avoid harm to national or London priority species and designated sites and habitats and species identified in the Local Biodiversity Action Plan? • Will it provide for the long-term management of natural habitats and wildlife? • Will it improve the quality and extent of designated and non-designated sites with the intention of achieving a net gain in biodiversity? • Will it provide opportunities to enhance the environment and create new conservation assets (or restore existing wildlife habitats) for example by integrating the creation of new habitats into the design of new buildings and areas? • Will it protect and enhance the borough's water bodies to achieve a good ecological status? • Will it promote, educate and raise awareness of 	<p>+</p>	<p>The Council will seek contributions towards enhancements to Biodiversity from all major residential and commercial developments. Where it is considered unfeasible to provide adequate on-site enhancements the Council will seek an equivalent financial contribution for off-site projects.</p>	<p>The Biodiversity measures respond to the impacts of climate change and an increasingly dense cityscape by maintaining areas of biodiversity value and encouraging appropriate biodiversity enhancements within the borough.</p>

<p>the enjoyment and benefits of the natural environment?</p> <ul style="list-style-type: none"> • Will it bring nature closer to people, especially in the most urbanised parts of the borough, for example through the use of green and brown roofs? • Will it improve access to areas of biodiversity interest? • Will it enhance the ecological function and carrying capacity of the green space network? 			
<p>Water Quality & Water Resources: To improve the quality of surface waters and groundwater and to achieve the wise management and sustainable use of water resources.</p> <ul style="list-style-type: none"> • Will it reduce discharges to surface and groundwater? • Will it support sustainable urban drainage? • Will it improve the water systems infrastructure (e.g. water supply/sewerage)? • Will it reduce abstraction from surface and groundwater sources? • Will it reduce water consumption? • Will it encourage the consideration of the water cycle? 	+	Through the Environmental Sustainability section of the SPD, obligations may be secured towards site specific flood risk mitigation measures such as Sustainable Urban Drainage systems (SUDs)	Further assessment to be provided at the detailed planning application stage, to mitigate any adverse impacts on water quality and resources.
<p>Natural Resources: To minimise the global, social and environmental impact of consumption of resources by using sustainably produced, harvested and manufactured local products.</p> <ul style="list-style-type: none"> • Will it reduce the demand for natural resources and raw materials from unsustainable sources? • Will it encourage the prudent and efficient use of natural resources? 		The principle of the objective falls outside of the Revised SPD.	Further assessment to be provided at the detailed planning application stage and through the negotiation of planning obligations, to minimise impact of

<ul style="list-style-type: none"> • Will it encourage the use of local sustainable products? • Will it reduce the extraction of minerals? • Will it reduce the borough's ecological footprint per capita? 			development upon natural resources.
<p>Climate Change: To address the causes of climate change through minimising the emissions of greenhouse gases and ensuring that London is prepared for its impacts.</p> <ul style="list-style-type: none"> • Will it minimise emissions of greenhouse gases? • Will it help London meet its emissions targets? • Will it reduce the numbers of cars entering London's congestion charge zone? • Will it protect the borough from climate change impacts? • Will it avoid exacerbating the impacts of climate change? • Will it help the borough adapt to the impacts of climate change? • Will it minimise the risk of flooding from rivers and watercourses to people and property? • Will it manage existing flood risks appropriately and avoid new flood risks? 	+	Through the Environmental Sustainability section of the SPD, financial obligations may be secured to mitigate the impacts of climate change.	Further assessment to be provided at the detailed planning application stage and through the negotiating of planning obligations, to minimise impacts of development on climate change.
<p>Air Quality: To improve air quality</p> <ul style="list-style-type: none"> • Will it improve air quality? • Will it help to reduce emissions of PM10, NO₂? • Will it reduce emissions of ozone depleting substances? • Will it help to achieve national and international standards for air quality (for example, those set out in the Air Quality Regulations 2000 and 	+	Through the Sustainable Transport section of the SPD, both financial or non-financial obligations may be secured to mitigate the impacts of air quality through Car Free agreements and sustainable transport	Further assessment to be provided at the detailed planning application stage and through the negotiating of planning obligations, to minimise impacts of development on air

(Amendment) Regulations 2002?(See objective 10 for further details on transport criteria including the provision of infrastructure to achieve a modal shift)		measures.	quality.
<p>Energy: To achieve greater energy efficiency and to reduce reliance on fossil fuels for transport, heating, energy and electricity.</p> <ul style="list-style-type: none"> • Will it reduce the demand and need for energy? • Will it promote and improve energy efficiency (e.g. buildings)? • Will it increase the proportion of energy both purchased and generated from renewable and sustainable resources? 	+	Through the Environmental Sustainability and Sustainable Transport sections of the SPD, obligations are secured to mitigate the impacts of energy inefficiency.	Further assessment to be provided at the detailed planning application stage and through the negotiating of planning obligations, to minimise impacts of development on energy efficiency.
<p>Waste: To minimise the production of waste across all sectors and increase reuse, recycling, remanufacturing and recovery rates.</p> <ul style="list-style-type: none"> • Will it minimise the production of household and commercial waste? • Will it promote reuse and recycling (e.g. in the design of housing or promoting recycling schemes in existing building stock etc) particularly in high density developments? • Will it help the borough achieve its statutory waste recycling targets? • Will it help to promote a market for recycled products? 		The principle of the objective falls outside of the Revised SPD.	Planning applications to provide details of waste and waste management.

<p>Built and Historic Environment: To enhance and protect the existing built environment (including the architectural distinctiveness, townscape/landscape and archaeological heritage), and ensure new buildings are appropriately designed and constructed in a sustainable way.</p> <ul style="list-style-type: none"> • Will it protect and enhance sites, features and areas of historical, archaeological and cultural value/potential and their settings? • Will it conserve and enhance the townscape/cityscape character including the protection of views and landmark buildings? • Will it promote access to the historic environment and also contribute to better understanding of the historic environment? • Will it promote high quality design and sustainable construction methods? • Will it respect visual amenity and the spatial diversity of communities? • Will it enhance the quality of the public realm? • Will it protect and enhance areas of open space? • Will it promote the creation of new accessible local parks and facilities on the City Fringe? • Will it improve access to open space and improve the quality and quantity of publicly accessible greenspace? 		<p>Through the Public Realm, Public Access and Play Space section of the SPD, obligations would be secured where applicable for</p> <ul style="list-style-type: none"> • restoration and enhancement works to buildings linked to development within conservation areas or with listed status • safeguarding an area's on-going use as publically accessible open space and future maintenance to an appropriate standard • appropriate play provision (well-designed play and recreation space) to meet the needs arising from the development. 	<p>Planning applications will be required to submit a Design Statement to ensure development does not have a significant adverse impact on the built environment, but enhances and protects it.</p>
<p><i>Social Objectives</i></p>			
<p>Housing: To ensure that all Londoners have access to good quality, well-located, affordable housing that</p>	<p>+</p>	<p>Through the Affordable Housing, Employment,</p>	<p>Further assessment to be provided at the</p>

<p>promotes liveability.</p> <ul style="list-style-type: none"> • Will it reduce homelessness? • Will it reduce the number of unfit homes, including those owned by Registered Social Landlords? • Will it reduce overcrowding? • Will it increase the range and affordability (both upfront and over its lifetime) of housing (taking into account different requirements and preferences of size, location, type and tenure)? • Will it ensure that appropriate services and facilities are in place for the new population? • Will it provide housing that ensures a good standard of living and promotes a healthy lifestyle? • Will it increase the number of Local Authority dwellings that meet the 'decent homes' standard? • Will it increase use of sustainable design and sustainable building materials in construction? • Will it improve energy efficiency and insulation in housing to reduce fuel poverty and ill health? • Will it provide housing that encourages a sense of community and enhances the amenity value of the community? 		<p>Skills Training and Enterprise, Transport and Highways, Public Realm, Public Access and Children's Play Space and Environmental Sustainability sections of the SPD, obligations may be secured for:</p> <ul style="list-style-type: none"> • increasing the range and affordability of housing • increasing the use of sustainable design and sustainable building materials in construction • improving energy efficiency and insulation in housing to reduce fuel poverty and ill health? • providing housing that encourages a sense of community and enhances the amenity value of the community 	<p>detailed planning application stage and through the negotiating of planning obligations on a site by site basis subject to viability.</p>
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<p>Liveability and Place: To create and sustain liveable, mixed use physical and social environments that promote long- term social cohesion, sustainable lifestyles and a sense of place.</p> <ul style="list-style-type: none"> • Will it create and sustain vibrant and diverse communities and encourage increased engagement in recreational, leisure and cultural activities? • Will it increase the provision of culture, leisure and recreational activities for all: this could include quality, affordable and healthy food, as well as cultural, sporting, or leisure opportunities including those associated with the Olympic legacy? • Will it provide opportunities for people to choose an active, fulfilling life? • Will it increase the provision of key services, facilities and employment opportunities? • Will it positively enhance and promote the perceived sense of place held by the community? • Will it protect and enhance the provision of open space? • Will it encourage a mix of land uses? • Will it reduce the urban heat island effect associated with increasingly dense development? 	+	<p>Through the Employment, Skills Training and Enterprise , Transport and Highways , Public Realm, Public Access and Children’s Play Space and Environmental Sustainability sections of the SPD, obligations would be secured where applicable for:</p> <ul style="list-style-type: none"> • Increasing employment opportunities • protecting and enhancing the provision of open space • enhancing and promoting sense of place held by the community? • reducing the urban heat island effect associated with increasingly dense development 	<p>The Council can also use CIL receipts to fund strategic improvements to Liveability and Place</p>
<p>Education and Skills: To maximise the education and skills levels of the population.</p> <ul style="list-style-type: none"> • Will it increase the opportunities for educational 	+	<p>The SPD requires applicants to make a contribution towards local</p>	<p>The Council will use CIL receipts to support delivery of</p>

<p>and vocational goals to be achieved through employment and entrepreneurial opportunities?</p> <ul style="list-style-type: none"> • Will it provide the infrastructure to help increase the levels of participation and attainment in education? • Will it improve overall achievement of the borough's primary and secondary school children? • Will it help improve employee education/training programmes? • Will it help improve the qualifications and skills of young people? • Will it help promote lifelong learning activities? • Will it help support the voluntary sector and promote volunteering? • Will it help promote sustainable development education? • Will it help reduce skills shortages? • Will it help to reduce the disparity in educational achievement between different ethnic groups? • Will it promote multiple uses of schools? 		<p>employment opportunities and skills acquisition commensurate with the proposed scheme. Obligations include commitments to engage local labour and provide training associated with the construction and end user stage of the development.</p> <p>Education falls outside the SPD remit and impacts of development will be mitigated through planning conditions and CIL.</p>	<p>infrastructure which enhances local education and skill acquisition</p>
<p>Ownership and Participation: To promote civic participation, ownership and responsibility and enable individuals, groups and communities to contribute to decision-making at neighbourhood, borough and regional levels in London.</p> <ul style="list-style-type: none"> • Will it promote social cohesion and encourage engagement in community activities? • Will it increase the ability of people to influence decisions? • Will it support civic engagement and encourage the involvement and participation of a diverse range of 		<p>The principle of the objective falls outside of the Revised SPD</p>	<p>Developers are encouraged to undertake community engagement with local residents and stakeholders.</p> <p>The Council also undertakes consultation with local residents and stakeholders during</p>


<p>stakeholders?</p> <ul style="list-style-type: none"> • Will it promote community spirit and encourage community networks? • Has consideration been given to cross boundary issues and the potential for working in conjunction with other authorities? 			the Planning Application stage.
<p>Health and Well-being: To maximise the health and well-being of the population and reduce inequalities in health.</p> <ul style="list-style-type: none"> • Will it reduce poverty and health inequalities? • Will it improve mental wellbeing? • Will it improve access to high quality public services (including health facilities)? • Will it address the causes of key health issues including high rates of cardio-vascular disease and lung cancer? • Will it create an environment that will promote and support physical activity and other healthy behaviours?? • Will it improve access by active travel means such as walking, cycling and public transport? 	+	<p>Through the Public Realm, Public Access and Play Space section of the SPD, obligations would be secured where applicable for :</p> <ul style="list-style-type: none"> • creating an environment that will promote and support physical activity and other healthy behaviours • improving access by active travel means such as walking, cycling and public transport? 	The Council will also mitigate the impacts of new developments on the borough's health facilities using CIL receipts following an assessment of local needs.
<p>Safety and Security: To enhance community safety by reducing crime, antisocial behaviour and the fear of crime.</p> <ul style="list-style-type: none"> • Will it help reduce the number of vehicle crimes? • Will it help reduce the number of burglaries? • Will it help reduce the number of racial incidents? • Will it reduce the fear of crime? • Will it reduce antisocial behaviour? 		The principle of the objective falls outside of the Revised SPD.	Planning applications will be required to submit a statement to ensure development does not have a significant adverse impact on the safety and security of the

<ul style="list-style-type: none"> • Will it reduce actual noise levels and disturbances from noise? • Will it reduce the risk of terrorist attack? 			existing and proposed built environment.
<p>Equality and diversity: To ensure equitable outcomes for all communities, particularly those most liable to experience discrimination, poverty and social exclusion.</p> <ul style="list-style-type: none"> • Will it reduce poverty and social exclusion in those areas and communities most affected? • Will it promote a culture of equality, fairness and respect for people and the environment? • Will it promote equality for black and minority ethnic communities, women, disabled people, lesbians, gay men, bisexual and transgender people, older people, young people, children and faith groups? • Will it benefit the equality target groups listed above? 	+	<p>Securing contributions through Affordable Housing, Employment, Skills Training and Enterprise, Transport and Highways, Public Realm, Public Access and Children’s Play Space and Environmental Sustainability sections will assist in improving social cohesion and help towards achieving positive equality outcomes throughout the borough.</p>	<p>The thrust of Equality and Diversity policies are held within the adopted Core Strategy and Managing Development DPDs.</p> <p>The Revised Planning Obligations SPD is also supported by Equalities Impact Analysis which identifies no negative effect on equalities groups.</p>
Economic Objectives			
<p>Accessibility / Availability (Transport):To maximise the accessibility to key services and amenities and increase the proportion of journeys made by public transport, by bicycle and by foot (relative to those taken by car).</p> <ul style="list-style-type: none"> • Will it encourage a modal shift to more sustainable forms of travel as well as encourage greater efficiency (e.g. through car-sharing and use of waterways)? • Will it provide the infrastructure required to achieve a modal shift to more sustainable forms of transport? 	+	<p>The Sustainable Transport and Public Realm, Public Access and Children’s Play Space sections of the SPD will improve accessibility and encourage a modal shift to more sustainable forms of travel</p>	<p>Strategic transport requests will be submitted during the Planning Application stage by Transport for London. These include contributions towards provision of an improved public transport system.</p>

<ul style="list-style-type: none"> • Will it reduce the overall need for people to travel by improving their access to the services, jobs, leisure and amenities in the place in which they live? • Will it reduce traffic volumes and traffic congestion? • Will it reduce the length of commuting journeys? • Will it help to provide a more integrated transport service from start to finish i.e. place of residence to point of service use or place of employment? • Will it increase the capacity of public transport? • Will it increase the number of sub-regional and orbital public transport routes that reduce reliance on the car? • Will it promote locally-based employment? • Will it improve accessibility to work by public transport, walking and cycling? • Will it reduce road traffic accidents? • Will it promote inter-borough connectivity? 			
<p>Regeneration & Land Use: To stimulate regeneration and urban renaissance that maximises benefits for the most deprived areas and communities and to improve efficiency in land use through the sustainable reuse of previously developed land and existing buildings.</p> <ul style="list-style-type: none"> • Will it provide a viable network of complementary centres? • Will the regeneration have immediate and long-term benefits for deprived areas? • Will it help to make people feel positive about the area they live in? • Will it help to create a sense of place and 	+	<p>Securing contributions through the Affordable Housing, Employment, Skills Training and Enterprise, Transport and Highways, Public Realm, Public Access and Children’s Play Space and Environmental Sustainability sections may make people feel positive about the area they live in and help to</p>	<p>A full assessment will be considered during the detailed Planning Application stage.</p>

<p>'vibrancy'?</p> <ul style="list-style-type: none"> • Will it help reduce the number of vacant and derelict buildings? • Will it minimise the loss of soils to development? • Will it improve soil quality and tackle contamination? 		<p>create a sense of place and 'vibrancy'.</p>	
<p>Employment: To offer everyone the opportunity for rewarding, well-located and satisfying employment.</p> <ul style="list-style-type: none"> • Will it generate satisfying and rewarding new jobs? • Will it help to provide employment in the most deprived areas and stimulate regeneration? • Will it reduce overall unemployment, particularly long-term unemployment? • Will it help to improve levels of income and help to deliver a living wage to all? • Will it encourage flexibility of work, including voluntary and part-time work? • Will it encourage volunteering and promote the value of unpaid work? • Will it encourage the development of healthy workplaces? • Will new employment opportunities be well served by public transport? 	+	<p>The Employment, Skills Training and Enterprise section of the SPD seeks to provide new employment opportunities and training.</p>	<p>Further assessment of employment options are to be considered during the Planning Application stage.</p>
<p>Stable Economy: To encourage a strong, diverse and stable economy and to improve the resilience of businesses and their environmental, social and economic performance.</p> <ul style="list-style-type: none"> • Will it improve sustainable business development? • Will it improve the resilience of business and the 	+	<p>The Employment, Skills Training and Enterprise, section of the SPD seeks to provide new employment opportunities and to protect existing and provide for new facilities</p>	<p>Whist major residential and commercial developments will be required to provide employment opportunities and</p>

<p>economy?</p> <ul style="list-style-type: none"> • Will it help to diversify the economy? • Will it prevent the loss of indigenous businesses? • Will it encourage business start-ups and support the growth of businesses? • Will it encourage ethical and responsible investment? • Will it reduce levels of deprivation? • Will it safeguard the best of the employment land portfolio? 		<p>for small and medium enterprises.</p>	<p>provision of Small and Medium Enterprise (SME) units for start up businesses where appropriate, the SPD does not in itself facilitate a 'sustainable economy'.</p> <p>Applications are able to submit viability assessments should they consider that a scheme cannot be delivered with the provision of all Planning Obligations.</p>
<p>Creativity and Innovation: To promote creativity and innovation in the environmental and social economy (including new clean technologies, renewable energy, pollution control and the skills sector).</p> <ul style="list-style-type: none"> • Will it help to diversify the economy? • Will it encourage investment in new technologies, new solutions, new plans and new ideas that contribute to achieving progress towards sustainability? • Will it boost the green technology sector? 	+	<p>The Environmental Sustainability section of the SPD encourages the use of new technologies that contribute towards achieving sustainable environments.</p>	<p>Further assessment to be provided at the detailed planning application stage and through the negotiating of planning obligations, to promote sustainable creativity and innovation.</p>

Cabinet 8 April 2015	 TOWER HAMLETS
Report of: Corporate Director (Communities Localities & Culture) Stephen Halsey	Classification: Unrestricted
Communities, Localities & Culture Directorate Capital Programme 2015/16	

Lead Member	Councillor Shahed Ali, Cabinet Member for Clean and Green
Originating Officer(s)	Robin Beattie – Service Head Strategy & Resources Stephen Adams - Business Finance Partner
Wards affected	All wards
Community Plan Theme	A Great Place to Live
Key Decision?	Yes

Executive Summary

This report provides details of the schemes within the Communities Localities and Culture (CLC) capital programme with capital finance agreed for expenditure in 2015/16. In order to progress implementation of these schemes, formal adoption of capital estimates is required by Cabinet.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Include the schemes listed in Appendix A to the report within the Communities Localities & Cultural Services Directorate's 2015/2016 Capital Programme.
2. Adopt Capital Estimates (sum specified in estimated scheme cost column, inclusive of fees) for the schemes as outlined in Appendix A to the report.
3. Agree that where possible the Council's Measured Term Contracts be used for the implementation of the Transport and Highways Works as appropriate

1. REASONS FOR THE DECISIONS

- 1.1 Cabinet agreed a Capital programme 2014-2018 on the 4th Feb 2015, the approved budget for the period was £26.504m, of which £14.560m relates to FY 2015/16. This report details new schemes and schemes requiring adoption of capital estimate, totalling £8.712m, as outlined in Appendix A, funded from the following sources:

	£'000
Local Implementation Plan (TfL)	2,506
Borough Cycling Plan (TfL)	115
Cycle Superhighways Route 2 Upgrade	750
LBTH Capital	2,580
S106 Developers Contribution (approved by PCOP)	2,761

- 1.2 All schemes link with the Council's Strategic Plan and Community Plan through strategic priorities 2.2 and 2.3 in the Great Place to Live theme. Priority will be given to those schemes which are time constrained and must be subject to practical completion by the 31st March 2016.
- 1.3 The revised CLC Directorate Capital Programme for 2015/16 is now £15.917m, which has been amended to take account of decisions taken by the Council, Mayor and officers, including the additional grant resources that have become available.

The following table sets out a reconciliation of the revised capital programme

	£'000
Cabinet Approved schemes – February 2015	14,560
Changes to TfL schemes	772
Additional S106 schemes	585
Revised CLC Capital Programme 2015/16	15,917

- 1.4 PCOP has approved £1,438k of S106 funding for Transportation and Highways works, £550k Bartlett Park, £246k allocated for Bethnal Green Library works, £497k allocated for Public Toilets works and £30k for Community Safety, for works in Kings Arms Court Alleyway E1.
- 1.5 All works are fully funded. Some areas of funding such as S106 are not restricted to delivery in 2015/16 and as work programming develops in more detail, the programme will be further revised to include planned carry forward to 2016/17 if appropriate.
- 1.6 As in previous years the Council's Major Planned Highway Works Contract, CLC 4371 will be utilised for the implementation of the highways programme.

This contract was awarded in July 2014 after a comprehensive competitive tendering process and now includes specialist areas of drainage, street lighting works and professional services in addition to highway maintenance and construction services and commences with effect from October 1st 2014. Other framework contracts shared with partner organisations are also available for utilisation offering potential to test for value for money.

2. **ALTERNATIVE OPTIONS**

2.1 Nil

3. **DETAILS OF REPORT**

3.1 **SCHEMES AND FUNDING SOURCES**

3.1.1 **TfL – Local Implementation Plan (LIP) Allocation**

TfL use a formula based approach to allocate local transport funding to London Boroughs which can be used to deliver the programme set out in the Local Implementation Plan 3 for traffic and streetscene improvement works and supporting measures for encouraging change in travel behaviour and road safety education. This is a working document which sets out an indicative 3 year rolling programme of works, taking account of the Council's current priorities. In addition a needs-based prioritisation process governs allocation of LIP funding for planned maintenance of principal roads and bridges, while a competitive process still takes place for area-based schemes.

3.1.2 Of the total LIP allocation of £2.506m, the above categories received funding as follows:

	£'000	
LIP Corridors, Neighbourhoods and supporting measures	2,025	
LIP Principle Road maintenance	301	
Local Transport Funding	100	
Bridge Assessment & Strengthening		80

Appendix A gives a breakdown of the funding allocation for 2015/16 based on the 3 year delivery plan and the Council's current priorities.

3.1.3 TfL have also provided additional funding for:

Cycle Superhighway Route 2 Upgrade	750
and Borough Cycling Plan	115

3.2 **Projects Developer Contributions – S106**

3.2.1 The CLC Capital Programme includes £2.761m of Section 106 funding contributions from developments in the borough. Schemes have been

identified and approved at PCOP and are indicated in the programme (Appendix A).

3.3 **Borough Funded Capital Schemes**

- 3.3.1 A programme of renewal and replacement of the 6m lighting columns that have been identified 'at high amber risk of failure' is scheduled to commence in 2015/16 and £1.6m of Borough Capital funding has been allocated to this project.
- 3.3.2 To address the costs of implementing an ICT solution in 2015/16 that replaces and provides critical upgrades to essential front line customer relationship management functionality following the programmed decommissioning of the Siebel Platform a sum of £550k of Borough funding has been allocated.
- 3.3.3 To fund further Depot Improvements in 2015/16, a £430k funding allocation has been made.

4. **COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 This report outlines the detailed Capital Programme for Communities, Localities and Culture for 2015/16, which has new schemes and schemes requiring adoption of capital estimate, totalling £8.712m. Cabinet is requested to note and comment on therevised programme as outlined within Appendix A. The funding for the new schemes is set out in the table below.

Funding Source	Funding Secured £'000
Local Implementation Plan (TfL)	2,506
Borough Cycling Plan (TfL)	115
Cycle Superhighways (TfL)	750
Section 106	2,761
LBTH Capital	2,580
Total Funding Secured	8,712

- 4.2 In utilising the Measured Term Contracts for the Transport & Highways schemes, the Service must be satisfied that these represent value for money for the Council.

5. **LEGALCOMMENTS**

- 5.1. The Council's chief finance officer, for the purposes of section 151 of the Local Government Act 1972, has put in place financial regulations and procedures for the proper administration of the Council's financial affairs.

Pursuant to financial procedures FP 3.3(5) and 3.3(6), senior managers may only proceed with projects when there is a capital estimate adopted and adequate capital resources have been identified. Cabinet must approve capital estimates in excess of £250,000.

- 5.2. Before the capital programme is agreed, the Mayor should be satisfied that the projects are capable of being carried out within the Council's statutory functions. Having regard to the various actions proposed in the Appendix to the report, appear to be underpinned by the following statutory functions:
- The Council has a duty under the Highways Act 1980 to maintain highways for which it is the highways authority and where those highways are maintainable at public expense. The Council also has a network management duty under the Traffic Management Act 2004. Section 34 of the 1980 Act empowers the Council to make a declaration converting a private street into a public highway.
 - The Local Implementation Plan (LIP) is a statutory document prepared under section 145 of the Greater London Authority Act (GLA Act) 1999 and sets out how the Council proposes to implement the Mayor's Transport Strategy 2 in its area.
 - Part III of the Road Traffic Regulation Act 1984 gives the Council the power to establish, alter or remove crossings for pedestrians on roads for which it is the traffic authority.
 - Section 65 of the Highways Act 1980 empowers the Council to construct, alter or remove cycle tracks as part of the highway on roads for which it is the traffic authority.
 - Part IV of the Road Traffic Regulation Act 1984 allows for the provision of off-street parking places for vehicles and authorises the use of any part of a road as a parking place. These powers are extended by section 63 of the Act to allow provision "in roads and elsewhere of stands and racks for bicycles".
 - Part V of the Road Traffic Regulation Act 1984 restricts the placement of road signs by the Council to conform to directions given by the Secretary of State.
 - Section 87 of the Public Health Act empowers the Council to provide public toilets. In the event that any of the proposed toilets are sited on roads for which the Council is not the highways authority, consent of the relevant highways authority will be required.
 - Section 7 of the Public Libraries & Museums Act 1964 places a general duty on the Council to provide a comprehensive and efficient library service for people who live, work or go to school in their area.
 - Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 gives the Council the general power to provide recreational facilities. Ensuring that such facilities are accessible for all abilities complies with the Council's wellbeing duties under both Section 1 of the Care Act 2014 and Section 10 of the Children Act 2004, together with its duties under the Equalities Act 2010.
- 5.3. It will be the responsibility of officers to ensure that individual projects are carried out lawfully within the Council's statutory functions.

- 5.4. The report sets out the proposed sources of funding. To the extent that grant funding is required, the Council must comply with the terms of any funding agreement. Any funding from monies received under section 106 of the Town and Country Planning act 1990 will need to be in accordance with that Act and the purposes for which the money was provided under each relevant agreement. Any borrowing must be in accordance with the requirements of Part 1 of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.
- 5.5. Officers will need to ensure the Council complies with its obligation as a best value authority within the meaning of the Local Government Act 1999 to secure continuous improvement in the way its functions are exercised having regard to the combination of economy, efficiency and effectiveness. The Council must comply with the Public Contract Regulations 2006 and its own procurement procedures in relation to the projects, in respect of the expenditure of both capital funds and any other funds required to fulfil any of the projects.
- 5.6. It should be noted that approval of the capital estimates would not constitute a delegation to the relevant Corporate Director in respect of each scheme. Therefore, each individual scheme should be treated in accordance with the Council's Constitution for the purposes of achieving approval to proceed either under the corporate scheme of management or by separate delegation from the Mayor, in either case in accordance with the appropriate Council procedures.
- 5.7. Having procured the framework and call off contracts relating to landscaping works and the highways works, in order to achieve best value these framework and call off contracts should usually be used for the implementation of the relevant works packages. However, the procurement for the hard and soft landscaping frameworks was abandoned so separate tenders or use of other frameworks must be considered. The Council should also consider the value and risk involved in each work package and the nature of funding when determining whether to issue the work through the relevant framework or call off contract on a project by project basis.
- 5.8. Before selecting projects for inclusion in the capital programme, 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 selection being made.

6. ONE TOWER HAMLETS CONSIDERATION

Extensive public and stakeholder consultation was carried out on the LIP2 from which these schemes originate. An Integrated Impact Assessment completed in parallel took account of equalities impacts of the plan overall

which included specific actions such as better street lighting, accessibility, road safety and personal safety improvements to seek to ensure improvements are provided for all. In addition individual schemes are designed with due regard to guidance on providing for people with mobility handicaps and vulnerable road users.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

The use of monies as outlined within the report will support current policies to improve the local environment, accessibility and safety.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 In order to minimise financial risk, no expenditure will be incurred without confirmation of allocations being approved by TfL, PCOP or other funding agencies.
- 8.2 In order to minimise road safety and construction risk, road safety audits are carried out on all scheme designs, contractors are required to provide site specific health & safety plans and works are monitored through the Network Management permit process.
- 8.3 In order to minimise, as far as is practicable, the risk of abortive work as a result of major construction schemes Development and Renewal will be asked to provide monthly updates of known construction starts to the Transportation and Highways section of CLC.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

The majority of projects focus on improving the street scene of the borough and in so doing will contribute to designing out crime and making people feel safer using streets locally. LIP guidance requires schemes to take into consideration the Council's duties under S17 of the Crime & Disorder Act. This is exemplified by the proposed improvement to street lighting included in the Wentworth Street scheme at the request of community safety officers to address prostitution and anti-social issues in the area.

10. EFFICIENCY STATEMENT

All works will be delivered through Contract CLC 4371 which commenced on October 1st 2014 after an extensive competitive tendering process. This contract includes 4 Lots for highway maintenance, capital improvements, street lighting maintenance and street lighting improvements. Officers will regularly test to ensure the contract continues to offer best value for money.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix A

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

- None

Officer contact details for documents:

-

New Schemes - 2015/16

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Local Transport Funding	Local Transport	100	LIP Allocation	For feasibility work, minor accessibility works and project Zen (partnership with Hackney & Islington, developing a Zero Emissions Network in the Shoreditch area).
Total Local Transport Funding		100		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Corridors Neighbourhoods and Supporting Measures	Road Safety top 5 junctions and 20mph reviews.	300	LIP Allocation	Implementation of boroughwide 20 mph limit as Mayoral Priority progressing to Cabinet approval February 2015 for implementation to start in March 2015. Basics required are signs and roundels. Further work will continue 2015/16 and 16/17 to review traffic calming measures throughout the new affected areas and in those existing zones where they have not been effective – this encompasses Bethnal Green area. Top 5 junctions: Cambridge Heath Rd junctions with Hackney Rd and Roman Rd - see Major Scheme revised proposal below; Watney St / Cable St junction in Cable St review; Sidney St / Stepney Way junction signalisation is in progress but will continue into 2015/16; Roman Rd / Grove Rd junction redesign in progress incorporating "countdown" signals.
Corridors Neighbourhoods and Supporting Measures	Cycle Safety Hotspots	200	LIP Allocation	Design review of Cable Street implementation of super highway cycle incorporating pilot cycle street & improve pedestrian safety.
Corridors Neighbourhoods and Supporting Measures	Bow area traffic management incl review of Antill 20 mph zone	20	LIP Allocation	Completion of Tredegar Road kerb buildouts to aid pedestrians and cyclists, and Driffield Conservation Area one-way system under review.
Corridors Neighbourhoods and Supporting Measures	Zebra Crossing Halos	50	LIP Allocation	Completion of boroughwide programme for Installation of LED halos on crossings, to include driver awareness of vulnerable road users, following casualty monitoring. Approx. 10 sites per annum.
Corridors Neighbourhoods and Supporting Measures	Bus Stop Accessibility	40	LIP Allocation	Review clutter and footway arrangements at bus stops, to improve bus passenger experience. Approx. 5 sites per annum
Corridors Neighbourhoods and Supporting Measures	Legible London Improved Wayfinding	80	LIP Allocation	Legible London improved wayfinding strategy implementation: Yr. 2 - Canary Wharf & Isle of Dogs, Yr. 3 - Whitechapel (inc. the Royal London Hospital)
Corridors Neighbourhoods and Supporting Measures	Historic Streets	200	LIP Allocation	Streetscene improvements including hand-laying of recycled cobbles along, Redchurch St, Sly St, Columbia Rd and Arnold Circus.
Corridors Neighbourhoods and Supporting Measures	Aldgate Connections	300	LIP Allocation	Improvement of key N-S pedestrian routes between Commercial Road and Whitechapel. Ongoing programme to continue extending eastwards to incorporate Whitechapel connections and complement the Whitechapel Masterplan vision.
Corridors Neighbourhoods and Supporting Measures	Markets: Wentworth St	300	LIP Allocation	Streetscene improvements and improved drainage of Wentworth Street market area to provide better foundation for the market area and improved pedestrian conditions. Includes street lighting improvements to address section 17 of the crime and disorder act (prostitution & ASB)
Corridors Neighbourhoods and Supporting Measures	Ben Jonson Neighbourhood	350	LIP Allocation	Corridor streetscene improvements, to complement major area wide regeneration programme.
Corridors Neighbourhoods and Supporting Measures	Chrisp St corridor	35	LIP Allocation	Design and consultation on corridor streetscene improvements for future year delivery.
Corridors Neighbourhoods and Supporting Measures	Marsh Wall / Limeharbour / Eastferry	150	LIP Allocation	Streetscene and pedestrian improvements completion.
Total TfL Corridors Neighbourhoods and Supporting Measures		2,025		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Principal Road Network	Grove Road - Between Morgan St and Haverfield Rd	179	LIP Allocation	Carriageway reconstruction and resurfacing Highways in response to condition index.
Principal Road Network	Manchester Rd - Section between Pier St and Marshfield St	122	LIP Allocation	Carriageway reconstruction and resurfacing Highways in response to condition index.
Total TfL Principal Road Network		301		

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Bridge Assessment & Strengthening	Bow Common Lane	45	LIP Allocation	Bridge construction, Longitudinal riveted load bearing plate girders with transverse steel troughing, beams and concrete deck. Spanning plate girders are supported on large granite pad stones. Abutments are constructed of mass concrete, with pebble dash rendering.
Bridge Assessment & Strengthening	Mitford Bridge	35	LIP Allocation	Mitford Bridge located in Wick Lane, London E9. Single span reinforced concrete portal frame Bridge has not been assessed since March 1993 to BD21/84 (No HB rating).
Total Bridge Assessment & Strengthening		80		


Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
More People Travelling by Bike	Cycle parking	115	TfL BCP	On-street cycle parking: A combination of Sheffield stands and CycleHoops (these attach to existing street furniture e.g. bollards) will be provided. These are provided in response to requests made through the Volunteer Rangers scheme, with priority given to sites which serve local services and amenities, and areas of the Borough identified by Cycle Task Force as requiring more designated cycle parking to reduce risk of theft. Residential cycle parking: Secure cycle parking will be provided, in form of cycle shelters and individual lockers. Where appropriate more bespoke facilities (e.g. wall racks) can be retrofitted to existing secure sites (e.g. underground car-parks). The residential cycle parking programme can also inform other initiatives (e.g. cycle training) by identifying where parking is required to support increased cycling levels amongst the community. Cycle parking at stations: It is proposed to expand and upgrade cycle parking facilities provided at DLR stations in the Borough. An audit will be carried out to determine which stations will need to be prioritised. There may also be scope to upgrade cycle parking facilities at Bethnal Green and Cambridge Heath national rail stations (the council is waiting for confirmation from Abellio on whether they have already delivered TfL funding on cycle parking at these stations).
Total More Cycling		115	TfL BCP	

Programme Category	Scheme	Capital Estimate £000 (incl fees) £'000	Funding Source	Scheme Details
Stepney Area	Traffic calming, local cycle routes, improved pedestrian crossings to protect and improve school access by cycle and on foot.	£350	TfL CSH	Displacement of traffic from TLRN through Stepney local roads incl Whitehorse Lane, Harford St, Ben Johnson Rd
A11 junctions with Greatorex St, Whitechurch Lane, Davenant St	"No entry except or cyclists" on existing one-way streets	£15	TfL CSH	Improved access for local cyclists to / from CS2
St Pauls Way, East of Burdett Road	New pedestrian crossing	£150	TfL CSH	Displacement of traffic from TLRN through Poplar incl Devons Rd, St Pauls Way, Campbell Rd in an area already under pressure from rat running.
Devons Rd / Devas St	Traffic calming – 5 tables at existing crossings			
Campbell Road	Traffic management incl relocation of parking bays, bus gate, and improved signage			
Tredegar Rd	Traffic calming and redesign of road space to control rat-running and improve conditions for cyclists	£85	TfL CSH	Displacement of traffic from TLRN through Bow incl Coborn Rd / Tredegar Rd / Roman Rd
Stepney Way	Junction safety improvements at Cavell St, Sidney St and Jubilee Street to improve parallel quieter cycle routes	£150	TfL CSH	Displacement of traffic from TLRN through Stepney
Cycle Superhighway Route 2		£750	TfL CSH	
Total TfL Funding		3,371		

Programme	Scheme	Capital Estimate £000 (incl fees)	Funding Source	Scheme Details
Category		£'000		
LBTH Capital	Streetlighting Replacement	1,600	LBTH Cap	Streetlighting replacement programme prioritising 6m columns at high amber risk of failure.
LBTH Capital	Depot Improvements	430	LBTH Cap	Additional funding for Depot Improvements
LBTH Capital	ICT Solution	550	LBTH Cap	To address the costs of implementing an ICT solution in 2015/16 that replaces and provides critical upgrades to essential front line customer relationship management functionality following the programmed decommissioning of the Siebel Platform.
Total LBTH Capital		2,580		

Programme	Scheme	Capital Estimate £000 (incl fees)	Funding Source	Scheme Details
Category		£'000		
Transportation & Highways : Section 106 schemes				
PA/09/02323	Gascoigne Estate- public improvements on Virginia Road	112	S106	Public realm improvements on Virginia Road and Gascoigne Place which run along two sides of the Gascoigne Estate, and the implementation of phase one of the works on Virginia Work. The second phase of the works on Gascoigne Place will commence once the refurbishment works on the estate have been completed and the associated construction traffic using Gascoigne Place has ceased.
PA/07/01201, PA/08/01034, PA/09/00965,	One-Way to Two -Way Cycle Streets - Alie Street Area	431	S106	Improve facilities and routes for cyclists in Tower Hamlets. T&H commissioned a study into existing one-way streets to assess suitability for conversion to two-way operation for cyclists. A number of streets in the Alie Street area, including Alie Street itself, are highlighted as potential for conversion. This area is a high priority in terms of improving linkages/ connections for cyclists between the east - west Cycle Superhighway routes along the A11 Whitechapel Road [CSH2] and Cable Street [CSH3] Conversion to 2-way will now be subject of more detailed investigation and consultation with local cycle groups to bring forward a programme for implementation. The project also links to the Aldgate Connections study which highlighted routes to be improved for pedestrians.
PA/09/00965, PA/05/01876, PA/98/00433	Cable Street Vision	228	S106	T&H has commissioned a feasibility study known as 'Cable Street Vision' to consider introduction of a 'cycle street' on section of Cable Street. 'Cycle Streets' are a new initiative from the Department of Transport which will be included in the revised Traffic Signs Regulations and General Directions to be published in 2015 to give greater priority to cycles and pedestrians. The project and introduction of a cycle street would also require area-wide traffic management changes to ensure local access is maintained, a review of traffic calming measures together with a high quality treatment of the cycle street itself.
PA/08/00504	Mudchute Farm Footpath	7	S106	LBTH has indicated its willingness to adopt the pedestrian route through Mudchute Farm as public highway. The footpath is located on land leased from the Borough by the Mudchute Association, a charitable organisation, which currently maintains it. The route provides a link between local amenities - ASDA, Crossharbour DLR but requires substantial investment to bring it up to adoptable standards. This contribution will be used towards the cost of the works estimated to be £68,500.
PA/08/01763	Legible London	23	S106	T&H are implementing a Borough-wide pedestrian signage using the Legible London concept, developed by Transport for London. It comprises a map based system of signs of various size and format. It is being introduced on a phased basis across the Borough as funding allows, linked to other priorities and development. This contribution will be used towards Poplar area LL project.
PA/11/01168	One-Way to Two -Way Cycle Streets - Brick Lane Area	16	S106	Improve facilities and routes for cyclists in Tower Hamlets. T&H commissioned a study into existing one-way streets to assess suitability for conversion to two-way operation for cyclists. A number of streets in the Brick Lane area are highlighted as potential for conversion. This will now be subject of more detailed investigation and consultation with local cycle groups to bring forward a programme for implementation. Streets in the vicinity of the development in the study include Wilkes Street, Fournier Street, Hanbury Street, Princelet Street, Cheshire Street and Buxton Street.
PA/12/03196	Construction of a pedestrian crossing on East Ferry Road, located near school entrance	43	S106	New pedestrian crossing facility on East Ferry Road incorporating crossing equipment [e.g. belisha beacons], road markings, dropped kerbs, tactile paving, anti-skid surfacing.
PA/03/01277	Harford Street British Gas Development	50	S106	Signalised junction at Ben Jonson Road / Harford Street. Design and implementation of new junction layout at Harford Street / Ben Jonson Road incorporating traffic signal control. (PA/03/01277 and PA/13/01433 contributions will be managed concurrently to deliver one scheme.)
PA/13/01433	Dame Collett & Halleybury	15	S106	Towards public realm improvements in the Borough. As above - this contribution will be used towards Ben Jonson Project with streetscene enhancements to support the new junction layout. (PA/03/01277 and PA/13/01433 contributions will be managed concurrently to deliver one scheme.)
PA/13/00494	86 Brick Lane	100	S106	Towards traffic management and calming measures on Fournier Street
PA/13/01991	Former St. Andrews Hospital	13	S106	Towards streetscene and built environment in the Borough incl footway improvement works at junction of Devons Road / Devas Street, footway improvements on Devons Road between Devas Street and Devons Road DLR station and improvements to existing Pelican crossing on Devas Street by Marner Primary school.
PA/04/00510	Poplar Business Park	57	S106	Zebra crossing on Poplar High Street by Bazely Street
PA/04/00973, PA/07/00241, PA/04/00510	Prestons Road	344	S106	The works will include as appropriate the following: construction of new highways where necessary, alterations and/re-construction of existing carriageways including all necessary stripping and resurfacing. Provision and installation of all necessary kerbs, tactile paving and footways. Alteration of existing surface water drainage systems. Taking down and erection of all street lighting columns. Taking down and erection of existing traffic signs and the provision of all new traffic signs. Provision of all necessary road markings.
	Total T&H	1,438		

Safer Communities S106 funded scheme.				
PA/10/01466	Kings Arms Court Alleyway E1	30	S106	Upgrade, replace and install additional intercom system, coupled with installing a gate at two separate access points. The route through the alleyway will be accessed only by the residents who reside in the two blocks beside the alleyway. Residents will be issued with key fobs to close and open both gates.
Total Safer Communities		30		
Parks S106 funded scheme.				
PA/09/02065, PA/08/02093, PA/09/02657, PA/09/02100, PA/08/02347	Bartlett Park	550	S106	To create an innovative outdoor structure, fully accessible for all abilities. This will benefit the park in terms of play value and also physically enhance the visitor experience to the facility. It will be wheelchair accessible, include sensory sections and specialist equipment. The £550k consists of S106 money and grant funding. S106 is a total of £500k which is reflected on the PID. The additional £50k is coming from Canary Wharf Group.
Total Parks		550		
Culture S106 funded scheme.				
PA/13/01991, PA/12/01829, PA/13/00218, PA/13/02938, PA/14/00074, PA/11/00739, PA/13/02108, PA/11/03388, PA/11/00890, PA/12/00051	Bethnal Green Library	246	S106	Heating system replacement and associated building refurbishment.
Total culture		246		
Public Realm - Other S106 Schemes				
PA/09/00965	Brick Lane toilet scheme	497	S106	To provide Public Toilets in the Brick Lane and Markets areas of Wentworth Street, Goulston Street and Columbia Road.
Total Other		497		
Total Section 106 Developers Contribution		2,761		
Communities, Localities and Culture Total		8,712		

Cabinet 8 April 2015	 TOWER HAMLETS
Report of: Robert McCulloch-Graham, Corporate Director, Education, Social Care and Wellbeing	Classification: Unrestricted
Adult Social Care Local Account 2013-2014	

Lead Member	Councillor Abdul Asad, Cabinet Member for Health and Adult Services
Originating Officer(s)	Jack Kerr, ESCW SPP
Wards affected	All wards
Community Plan Theme	A Healthy and Supportive Community
Key Decision?	Yes

Executive Summary

This report provides the Mayors Advisory Board with a summary of achievements and priorities as set out in the 4th annual Local Account of Adult Social Care.

The aim of the Local Account is to provide transparency for local people to better understand how social care is being delivered in Tower Hamlets, leading to greater involvement and challenge. This Local Account covers the period of 2013-2014 and also sets out priorities for 2014/15.

Recommendations:

The Mayor in Cabinet is recommended to: / The Mayor is recommended to:

1. Note the content and approve the publication of the Local Account

1. REASONS FOR THE DECISIONS

- 1.1 Local Account is being put before Cabinet for sign off and information purposes.

2. ALTERNATIVE OPTIONS

- 2.1 N/A

3. **DETAILS OF REPORT**

3.1 The requirement for a Local Account is set out in *Transparency in Outcomes: A framework for adult social care (ASCOF)*, for monitoring delivery and accountability arrangements. Published on 16 November 2010 by the Department of Health (DH), the ASCOF aims to enable a “broader, more transparent and outcome-focused approach to presenting information on what adult social care has achieved for people with support needs”.

3.2 Nationally, the ASCOF will give an indication of the strengths of social care and success in delivering better outcomes for people who use services across four Outcome Domains and are measured by ASCOF Indicators:

Domain 1: Enhancing quality of life for people with care and support needs

Domain 2: Delaying and reducing the need for care and support

Domain 3: Ensuring that people have a positive experience of care and support

Domain 4: Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

This will support the Government’s role in reporting to the public and Parliament on the overall system, and influence national policy development.

3.3 The ASCOF enables ‘benchmarking’ and comparison between areas to assist with local accountability in reporting to the public as it provides validated sources of outcome information.

4 **BODY OF REPORT**

4.1 When considering the achievements set out within the Local Account 2013/14, it is useful to do so in the context of wider strategic issues. This MAB report will not serve to replicate the extensive narrative within the Local Account, but will summarise these into key messages.

4.2 The introduction of the 2014 Care Act. The Act brings together more than 40 separate pieces of legislation and puts people’s needs, goals and aspirations at the centre of care and support, supporting people to make their own decision, realise their potential and pursue life opportunities. Significantly the Act sets out new rights for carers, emphasises the need to prevent and reduce care and support needs, and introduces a national eligibility threshold for care and support. Additionally it introduces a cap on the costs that people will have to pay for care and sets out a universal deferred payment scheme so that people will not have to sell their home in their lifetime to pay for residential care. The Care Act will be implemented in two phases in April 2015 and April 2016. In preparation for these

changes we have set up a Care and Health Reform Programme. Much of the information in this Local Account and our plans for the future relate to the Care Act.

4.3 The number of people in England who have health problems requiring both health and social care is increasing. For example, in the next 20 years, the percentage of people over 85 will double. This means there are likely to be more people with 'complex health needs' - more than one health problem - who require a combination of health and social care services. But these services often don't work together very well. For example, people are sent to hospital, or they stay in hospital too long, when it would have been better for them to get care at home. Sometimes people get the same service twice - from the NHS and social care organisations - or an important part of their care is missing. Consequently the government has announced that the Health and Social Care system will be fully integrated by 2018. Work to make this a reality in Tower Hamlets has been a key priority for us in the previous year. Tower Hamlets Health and Wellbeing Board oversee the delivery of this work through the Integrated Care Board. The strategy for Integration in Tower Hamlets is part of a shared 5 year plan, 'Transforming Services Together', across Tower Hamlets, Newham and Waltham Forest. Tower Hamlets, working alongside Waltham Forest and Newham became part of the "WELC Integrated Care Pioneer". The WELC Pioneer Programme drives the delivery of the Integrated Care Programme within the 5 year 'Transforming Services Together' plan. In 2013/14 the introduction of the Better Care Fund provided us with a great opportunity to drive our Integration agenda forward. This work has been spearheaded by Tower Hamlets Health and Wellbeing Board who have agreed how this money will best be spent.

4.4 We continue to respond to one of the greatest challenges we have ever had to face – significant cuts in funding provided by Central Government to Local Government. These cuts are leading to difficult decisions across the public sector, and will continue to do so for the next few years. However we have managed to deliver efficiencies without any impact on our frontline adult social care services which will continue to be prioritised. In addition to this, many of the borough's residents are facing their own challenges, because of changes being made to welfare benefits

4.5 Key Facts:

- Of the 4,660 people in receipt of LBTH Adult Social Care services, 64% had a physical disability, sensory impairment or frailty. In terms of costs, £42.2m was spent to support this group of people
- 20% received care for mental health needs; people aged 18+ experiencing mental health difficulties, many of whom have long term conditions. £13.3m was spent to support this group of people
- 14% received care for learning disabilities which range from supporting people to live independent lives, to those with incredibly complex and profound disabilities, requiring 24/7 support. £27.8m was spent to support this group of people.

4.6 Key Strategic Achievements:

- The Health and Wellbeing Board is leading on the integration of care which will bring about greater collaboration between health and social care services and a better understanding of the health needs in the borough, which will enable commissioners and providers to work in a more joined up way.
- A key development overseen by the Health and Wellbeing Board in 2013/14 was the introduction of the Better Care Fund (BCF). The £3.8bn Better Care Fund was announced by the Government in the June 2013 spending round, to ensure a transformation in integrated health and social care. The BCF is one of the most ambitious programmes ever across the NHS and Local Government. It creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services. Using the resources made available through the BCF to enable our Integrated Care Programme our vision for health and care services in Tower Hamlets is of an integrated care system that coordinates care around the patient and delivers care in the most appropriate setting, empowering patients, users and carers. By putting patients/service users in control we aim to unlock greater health benefits for our residents so they can live longer and healthier lives.
- The BCF programme of work has just started and we have already begun to explore how we can best utilise the resources made available to us. Tower Hamlets Health and Wellbeing Board have recently signed off on proposals as to how this money can be put to best use. One of the ways we are using the Better Care Fund is to look at how we can work more effectively with health colleagues when it comes to equipment, assistive technology and Telecare. The impact of these kinds of services on carers can often make the difference between being able to continue to provide care to their loved one, or developing needs for health and care support themselves. Carers provide a key service in preventing their loved ones from developing a health condition or slowing the development of a health condition and we have good evidence that carers are more able to continue in their caring roles through provision of Assistive Technology.
- Another area of focus is the potential integration of health and social care teams. Community Health Teams are integrated teams comprising of nurses, physiotherapists, occupational therapists, and others. We are looking at these teams joining up with Social Work teams in adult social care. We are currently carrying out a detailed analysis of how these teams could be joined up in practice. The aim is to prevent residents who are at a high risk of health interventions (such as hospital admission) of requiring this. Instead support will be provided in the community, providing care and support closer to home.
- A few other examples of how this money has been spent includes:

- Improved our approach to diagnosing and supporting people with autism
- Improved the way we work with young people with Learning Disability and long term conditions as they enter adulthood. This transition can be a stressful time for these young people and their families and we aim to do this earlier and achieve better outcomes
- Funded specialist management support to redesign services to bring health and social care together through integration
- Increased the availability of assistive technologies that can support people to be safe and independent for as long as possible
- Reduced waiting times for reablement services which has also helped support people to move out of hospital quickly and safely and keeping them at home for longer.

These projects and many others have been endorsed by the Tower Hamlets Health and Wellbeing Board and they will be monitored to ensure this is the best use for this money.

4.7 Our strategic priorities through to 2014 are:

- Reduce health inequalities and promote healthy lifestyles
- Enable people to live independently
- Provide excellent primary and community care
- Keep vulnerable children, adults and families safer, minimising harm and neglect

4.8 Achievements and priorities by ASCOF Outcome Domain 1: Enhancing quality of life for people with care and support needs

4.8.1 This year we have focused on enhancing the quality of life for people with care and support needs through:

- Increasing the number of people receiving support through personal budgets and direct payments
- Supporting more carers in their caring role
- Providing an innovative support service to people with dementia
- Developing a new mental health service
- Improving the support we provide to adults with a learning disability
- Developing a new service for people with autism
- Supporting people with money and finances

4.8.2 The level of reported quality of life of those in receipt of social care services in Tower Hamlets is an average score based on responses to the Adult Social Care Survey and is made up of eight different components. The Tower Hamlets social care-related quality of life (ASCOF 1A) score out of 24 was 18.5. This performance is in line with the London average (18.5) and slightly below the England average (19). This marks a slight increase on our performance from last year when we scored 18 out of 24.

4.8.3 In Tower Hamlets the proportion of service users who report that they have control over daily life (ASCOF 1B) was 69.9%. Performance is below the

London average (71.8%) and the national average (76.8%). This does however mark an increase on our performance from the previous year which was 68.8%

- 4.8.4 Tower Hamlets continues to roll out Direct Payments and Personal Budgets. In 2013/14 the proportion of service users and carers who received self-directed support was 55%. The performance was below the London average (67.5%) and national average (61.9%), but an improvement on our 2012/13 outturn (52.6%). The proportion of people using social care who receive direct payments (ASCOF 1C part 2) was 21.6%, above the national average (16.4%). we have consistently improved our performance over the last couple of years: 55% of our service users and carers received a personal budget in 2013/14, an increase from 52.6% in 2012/13 and 38.3% in 2011/12. 1105 people out of 2820 receiving a personal budget in 2013/14 chose to receive it as a direct payment.
- 4.8.5 In 2013/14, Tower Hamlets continued to perform above London average in relation to Carers receiving a review, assessment or specific carers service (National Indicator 135). In 2013/14 1250 carers received support from adult social care, a slight increase from 1125 carers in receipt of adult social care services in 2012/13.

4.8.6 **Priorities through to 2014**

- Prepare local Adult Social Care services to respond to the Care Act
- Work with health partners to deliver an integrated health and social care system
- Continue to deliver employment model for those with a Learning Disability across the council
- Re-commission Carers Support Services with innovative engagement methods for carers and challenging targets for carers support service organisations
- Review how we deliver domiciliary care with particular reference to new requirements arising from the Care Act as well as the on-going process of making care and support services increasingly flexible and personalised.
- Develop our in-house and commissioned day opportunity services
- To continue to offer personal budgets to people who are eligible to receive them. We will encourage people to take these as direct payments as we know this can give people more choice and control over their support. However, people will always be able to ask the Council to manage their personal budget on their behalf.
- Helping carers to access a much wider range of support. From April 2015, carers who are eligible for support can receive this in the form of a personal budget. Like service users, carers can expect to have more choice and control over the support they receive as carers.
- Changing the way we offer and carry out carer assessments. From April 2015, carers will have the same legal rights as service users, and our approach will reflect this. Carers can expect to be offered an assessment

if it appears they would benefit from this and their eligibility for services will be determined by new criteria.

4.9 Achievements and priorities by ASCOF Outcome Domain 2: Delaying and reducing the need for care and support

4.9.1 Delaying and reducing the need for care and support is a key focus of our work. It is a huge part of how we intend to address the issue of an anticipated increase in future demand for adult social care. Last year some of our key activity included:

- Working to reduce social isolation and loneliness
- Helping people return home from hospital
- Supporting more people through our short-term Reablement programme
- Offering Telecare to more people
- Developing Assistive Technology
- Supporting more people via equipment and adaptations
- Changing some of our day-time support for people with a learning disability
- Helping people to travel independently
- Supporting people to stay in the community

4.9.2 In a difficult financial context, Cabinet continue to protect funding of preventive services provided to people who are not eligible for social care under Fair Access to Care Services (FACS) guidelines. Provision of support in the community such as Assistive Technology, home care and day opportunities continue to be free of charge. Consultation on the 2012/13 Local Account highlighted residents' awareness of funding pressures and are concerned that services will be reduced. Although the Council has seen a decrease in its overall budget, there has been continued commitment to protect funding for adult social care. In 2009/10, adult social care received 28% of the Council's budget. In 2010/11, this increased to 30%, in 2011/12 and 2012/13 this increased again to 33%, and in 2013/14 this increased to 36%. This shows that other council departments are seeing a greater reduction in funding as a bigger proportion of the reduced budget is made available for people who need social care.

4.9.3 The annual cost of providing adult social care and supported accommodation services in 2013/14 was £99m. Permanent admissions to residential and nursing care homes for younger adults (18-64) (ACSOE 2A part 1) was 9.2 per 100,000 population. This is lower than both the London average (10.2 per 100,000 of the population) and the national average (14.4 per 100,000 of the population), and also marks a significant increase from the previous year where we recorded 22.2 permanent admission to residential and nursing care homes per 100,000 of the population. Avoiding permanent placements in residential and nursing care homes is a good indication of delaying dependency. Research suggests where possible people prefer to stay in their

own home rather than move into residential care and as such it can be seen that Tower Hamlets performed below the London and England average here.

4.9.4 In relation to older people (65+), permanent admissions to residential or nursing care was 644.2 per 100,000 of the population, above the national average of 650.6 but below the London average of 454. Although still higher than the London average, we have seen a significant reduction in admissions in 2013/14, so much so that from 2010/11 our rate of improvement is the 3rd best nationally. Additionally, as our performance against the first part of this measure shows, in Tower Hamlets we do a very good job at keeping people as independent as possible for as long in possible in their own community. As stated above, the number of council-supported permanent admissions of adults aged 18-64 to residential and nursing care is 9.2 per 100,000 of the population. Significantly better than the London and national average. As a consequence of supporting people in the community for longer our residents generally tend to access residential and nursing care at an older age than other boroughs at a point where they are too frail to be supported in the community.

4.9.5 In last year's Local Account we acknowledged that Tower Hamlets had some work to do to improve its delayed transfers of care from hospital which are attributable to adult social care. The average number of delayed transfers of care in 2012/13 which are attributable to social care per 100,000 adult (18+) population was 2.3 for Tower Hamlets. We have worked hard to improve this, in 2013/14 the average number of delayed transfers of care which are attributable to social care per 100,000 adult (18+) population was 1.5. This is below both London average of 2.3 and the national average of 3.1. We realised that last year most delays were due to people delaying leaving hospital to wait for suitable placements for those who need residential care. As a result we have invested money from our Winter Resilience budget to fund four 'Step Down' beds to assist in discharging medically fit patients from the Royal London Hospital. There are 2 beds that are residential for people with dementia and 2 beds in Extra Care Sheltered Housing. This space is used as "step down" accommodation for people that are medically fit for discharge but unable to either return home or have not yet chosen a care home to move to. Step down beds are only used for a maximum of 6 weeks, in which time we are able to commission a care service for them. Additionally we extended our Reablement programme to offer a weekend service to enable people to leave hospital at this time. This allows us to improve a person's health and wellbeing whilst at the same time freeing up hospital beds for people who really need them.

4.9.6 As of May 2014, over 2,300 people had Telecare, but this figure increases all the time: An average of 65 Telecare or Assistive Technology equipment are installed each month. This year the Telecare team has particularly focused on ensuring Telecare equipment is installed for people who are in hospital, to enable them to leave hospital without delay.

4.9.7 **Priorities through to 2014**

- Deliver the Health and Wellbeing Strategy and action plan to tackle the wider determinants of health
- Continue to deliver Carer Health Checks, ensuring they have good physical and mental health, and feel fully supported.
- Continue to expand Assistive Technology services, looking at how this can help to delay admission into residential or nursing care and support integrated working with people to prevent hospital admission.
- Deliver our E-market solution to enable people to purchase their own services
- Work with wider council services to look at ways in which we can prevent isolation across a range of groups.
- Ensure that carers are able to access appropriate care and support.
- All Royal London Hospital wards having access to social care staff at weekends
- Working closely with the NHS to improve the experience of people who need both Reablement and hospital Rehabilitation support. Possible options include having a single point-of-access for people and getting the teams to work in the same place.
- We will come to a decision on how Community Health Teams and Social Work Teams can best integrate. We anticipate improvements being made from 2015/16 onwards

4.10 Achievements and priorities by ASCOF Outcome Domain 3: Ensuring that people have a positive experience of care and support

4.10.1 We are committed to ensuring that people have a positive experience of adult social care. As stated in the introduction of this Local Account, we were pleased that this year 66 per cent of adult social care users said they were extremely or very satisfied with their care and support services. A further 24 per cent were quite satisfied. These satisfaction levels are both higher than the London (60.3) and England average (64.8), and the highest they have been since we started sending out a yearly 'Service User Survey' four years ago. Last year some of our key activity included:

- Developing information and advice related to adult social care
- Checking the quality of services
- Giving people a choice over the support they receive
- Monitoring people's perceptions of social care staff
- Looking at complaints and putting things right
- Looking at the impact of care and support

4.10.2 The proportion of people who use services and carers who find it easy to find information about services (ASCOF 3D) in the borough was 71.1%. The London average was 72.8% and the England average was 74.5%. Our performance in this area in 2013/14 is an improvement on last years outturn of 67.5%.

4.10.3 Following a successful pilot in 2011, we have worked with health partners to provide Health and Wellbeing Checks for Carers. The added value of Carers Health and Wellbeing Checks is that mental and emotional health is included. In 2012/13 303 carer health checks were carried out, up from 106 the previous year.

4.10.4 Priorities through to 2014

- Continue to ensure that care and support has a positive impact on people's lives.
- Provide clear information to the public about eligibility for formal social care and how we make those decisions
- Review carer assessments with a view to improving them.
- Develop a quality framework which will enable the quality of a provider to be measured and shared with other east London boroughs
- Improve communications for information and advice for service users and their carers.
- Improve communications around services available to help increase the level of choice and control people feel they have over the support they receive.
- Launch the eMarketplace to enable people to have more choice over their care and support
- Work to improve both carer's reported quality of life and their experience of adult social care services.

4.11 Achievements and priorities by ASCOF Outcome Domain 4: Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

4.11.1 The proportion of people who use services who reported through the annual survey that they feel safe was 63.5% in Tower Hamlets, above the London average (62.8%) but below England average (66%). The Council receives a comparatively high volume of safeguarding alerts (many of which were received from sources other than social care and health staff). Whilst this might appear worrying, we have reason to believe this suggests that the Council's message that abuse is unacceptable is being understood by the community and demonstrates that there is good awareness of safeguarding procedures in the local community.

4.11.2 The proportion of people who use services who say that services have made them feel safe and secure (ASCOF 4B) was 86.5% in Tower Hamlets. Tower Hamlets performed better than London average (76.8%) and England average (79.1%).

4.11.3 We received 525 initial safeguarding contacts in 2013 -14, this is a slight drop on the previous year safeguarding contacts, but is above the London average of 493 referrals for the same period. Again, whilst this initially appears worrying, we think it demonstrates that the wider community understand that abuse is not acceptable

4.11.4 White ethnic groups are slightly over-represented as subjects of referrals at 60.4% compared to being 45% of population (based on 2011 census). Asian ethnic groups are underrepresented when compared to population statistics – only 25.5% of referrals come from this group whilst they make up 41% of population locally.

4.11.5 **Priorities through to 2014**

- To continue to work with our partners to ensure the smooth and timely management of safeguarding alerts and referrals
- To analyse safeguarding activity data, identify emerging themes and action changes towards improvements
- To ensure the continued compliance with the Mental Capacity Act and the Deprivation of Liberty Safeguards
- To track that learning from the Serious Case Review is embedded in practice
- Monitor actions and outcomes in relation to the Winterbourne and Francis reports
- Engage with the wider health bodies such as NHS England and Health Watch to involve them in the safeguarding agenda in LBTH
- To work together with the wider Community Safety Initiatives
- To link the work of the Safeguarding Adults Board with that of the Health and Wellbeing Partnership Board
- Look at further publicising the issue of financial abuse to ensure people are safe around this issue and possibly training for staff
- Reviewing our Safeguarding Adults Board to make sure it meets the requirements of the Care Act
- Comply with the Supreme Court judgement and guidance in relation to Deprivation of Liberty and ensure our practice is under pinned by the revised Mental Capacity Act Code of Practice

5. **COMMENTS OF THE CHIEF FINANCE OFFICER**

5.1 The cost of producing the Local Account will be met through existing budgets, there are no other direct financial implications arising from the publication of the local account

5.2 The Local Account includes a section on the financial position of the relevant divisions of the ESCW directorate. This includes financial outturn and performance data for 2013/2014 which is consistent with publications and reports that are already within the public domain. In particular, the Council's annual accounts and reports submitted to Cabinet and full Council.

6. **LEGALCOMMENTS**

- 6.1 The report informs members about the publication of a Tower Hamlets Local Account. The local account is intended to be a source of information, developed locally, which may include quality and outcome priorities and how these have been progressed; a description of partnership working; and data relating to quality and performance. Local information and local outcome measures should be contained in a local account, supplementary to national outcomes measures so as to promote quality, transparency and accountability in adult social care.
- 6.2 The delivery by the Council of its statutory functions in respect of adult social care in a way that is high quality, transparent and accountable is consistent with good administration. There is thus adequate power to support development of a local account inherent within the statutory functions which will be the subject of the local account narrative. Were it necessary, an additional source of power may be found in the general power of competence in section 1 of the Localism Act 2011. The general power enables the Council to do anything that individuals generally may do, subject to such restrictions and limitations as are imposed by other statutes.
- 6.3 The local account is a report and summary that ranges across the Council's adult social care functions. To the extent that the local account sets out priorities or actions, these are a reflection of the content of a number of Council plans and strategies. The delivery of these may give rise to legal issues that will need to be addressed. The Council will continue to have act within its statutory functions, including by complying with its many duties in respect of adult social care and its best value duty under section 3 of the Local Government Act 1999.
- 6.4 In developing the local account, the Council will need to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited 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

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 The report informs Cabinet that the Local Account is a requirement under *Transparency in Outcomes: A framework for adult social care (ASCOF)*. The Local Account development process seeks to identify areas of inequality for local people. The report highlights areas where further work will be carried out in the coming year to better understand and address potential issues.
- 7.2 The report addresses provision of care and support for vulnerable people, particularly safeguarding, in conjunction with partners. The report is therefore very relevant to the aims of One Tower Hamlets and has a direct impact on the following Strategic Objectives:

- **A Safe and Supportive Community** – bringing together support for the most vulnerable residents with community safety issues
- **A Healthy Community** – including public health, access to primary care and mental health

7.3 The development and discussion of the Local Account with a wide range of community groups seeks to promote the wide variety of support services on offer to various communities in the borough.

7.4 The Local Account is intended to be a mechanism for local challenge. Feedback was sought from some of the borough's most vulnerable residents. A local magazine summarising key information will increase this involvement further and encourage more people to get involved in the development of social care for vulnerable adults.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 NA

9. RISK MANAGEMENT IMPLICATIONS

9.1 NA

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 NA

10. EFFICIENCY STATEMENT

10.1 NA

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 Local Account 2013/14.

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

- NONE if none.

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London Borough Of Tower Hamlets

Local Account 2013-14

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Foreword from Mayor Rahman

As Mayor I am committed to delivering to you a healthy and supportive community. As you read through this fourth Local Account for adult social care services, you'll learn about some of the great work that takes place in our borough and our plans for the future for Tower Hamlets.



I have introduced a host of pledges to ensure that our adult social care is helping people to lead fulfilling, healthy and independent lives. We remain only one of two boroughs to still provide free homecare for the elderly, a pledge that I have committed to during my next four years as Mayor. I have also promised to tackle loneliness and isolation and access to lunch clubs; to build more GPs surgeries and to step up the fight against diabetes and heart disease. These are just some of the ways that we are working to helping people have control over their health in adult life.

But while we are making changes for the better, there are also big challenges ahead in adult social care. Our 2012-13 Local Account highlighted the challenge of meeting an increased demand for care with fewer resources. Unfortunately, those challenges will continue. There is no avoiding the financial pressures each Local Authority is facing, especially at a time when people are living longer and relying on support services to help them live independently. We know we will have to think innovatively, but we refuse to compromise on the quality of the care and support services provided in Tower Hamlets.

We need to make sure the money we spend supports the right people in the borough at the right time, and that we continuously look for ways to improve. One way we will achieve this will be to take full advantage of the opportunities offered to us. For example, through the Better Care Fund we will have access to a £3.8 billion nationally pooled budget to create more integrated health and social care services and ultimately better outcomes for older and disabled people. We will also take full advantage of the opportunities brought to us by the Care Act, without compromising on what's important to us. Through all of this, our key concern will be to protect our identity as a borough – by my pledge to, for example, continue to be only one of two boroughs in the UK that provides free homecare.

Our success depends heavily on our ability to work with our many partners including the NHS, the voluntary sector, service users and carers. We look forward to working even more closely with all our partners in the coming year to improve the health and wellbeing outcomes of our most vulnerable residents.

Healthwatch Tower Hamlets

Go, feel what I have felt;
Go, bear what I have borne;
Go, hear what I have heard;
The sobs of sad despair.

Members of Healthwatch Tower Hamlets are too familiar with the sentiments expressed in this anonymous poem. It is, therefore very encouraging to go through this Adult Social Care Annual Account (2013-2014) and find that the commissioners and providers of these services are not only caring, but also listen to the community, have empathy and treat the users with dignity and respect.

It is in the backdrop, that Healthwatch Tower Hamlets as the consumer champion welcomes the production of this Annual Local Account by Tower Hamlets Council. Adult Social care deals mainly with the needs of people with physical disability, learning difficulty, mental health needs, and other vulnerable individuals. This report provides local residents the opportunity to learn what and how social care is provided in the Borough. It also provides the community with an opportunity to hold the Council to account for the services they directly provide or commission through various agencies.

In spite of constraints on the budget, the Council has dealt with an increasing number of people contacting them for help, advice and support resulting in a needs assessment and review of their care.

This report clearly shows that Adult Social Care services in Tower Hamlets have worked hard to capture the views of service users and have engaged Healthwatch directly over the past year. Service user involvement and feedback are vital and both Healthwatch and the Council must continue to support peer researchers and independent feedback mechanisms.

Having identified that there are a large number of unpaid carers, the Council has put special emphasis on supporting them. It is important that their voices are regularly heard in any quality improvement and commissioning programmes.

Throughout the Local Account there is information about how to get involved and where to get further information and advice. With so many changes on the horizon it is satisfying that meaningful information is available in this document, making it easy for the residents to contact the right people for help and support.

We at Healthwatch Tower Hamlets are extremely grateful to all involved policy decisions and to those responsible for designing and delivery of Adult Social Care in Tower Hamlets

Healthwatch play an important and independent role in ensuring people have a positive experience of adult social care. Healthwatch gives local people ways of getting involved and influencing service, design, review and development of health and social care services. They are independent of the Local Authority and the NHS and can comment on all health and social care including local hospitals, GPs, care homes, and pharmacies. Visit www.healthwatchtowerhamlets.co.uk or phone 020 8223 8922 to find out more or get

Introduction

Welcome to Tower Hamlets Council's Adult Social Care Local Account. This is our fourth annual local account and is an important part of the Council's commitment to being open and transparent.

Our vision for Tower Hamlets adult social care is one of high quality, which uses prevention and earlier intervention to help people retain the highest possible levels of independence for as long as they can. At the same time we want to ensure that we support vulnerable people to remain safe at home, giving them choice and control over support to meet their unique personal needs. We aim to build self-reliance, protect people's dignity and enhance their quality of life. We were pleased that this year, 66 per cent of adult social care users in Tower Hamlets said they were extremely or very satisfied with their care and support services. These satisfaction levels are higher than both the London and England average¹. This report will inform you about the work we have done over the past year to achieve such record results and will preview some of the things we have planned to improve the way we do things to continue to meet the needs of our residents.

Like all Councils, we are facing both financial and social challenges and we are changing the way we do things. The population in need of care and support is growing in Tower Hamlets, levels of need are increasing and many related costs are rising. The Council is in a very challenging financial position and there is an increasing focus on delivering financial savings and efficiencies alongside maintaining good outcomes for those receiving our support. Through changing the way we do business, we have managed to reduce our overall budget over the past two years but we expect to have to make further substantial savings over the next few years.

What is the Local Account?

The Local Account is produced annually by Tower Hamlets Council to show how local adult social care services are doing. The Local Account is for everybody. It is one important way to let local people know what we have done in the past year, how much it cost, what challenges we face to improve support and what our plans and priorities are for the future. The Local Account is not supposed to be a complicated technical report, but an open and frank conversation with the residents of Tower Hamlets about the Council's performance. We have tried hard to avoid using words, phrases or abbreviations that only people who work in the Council understand. We really want this to be a common sense report about how we think we are doing with our social care services in Tower Hamlets.

¹ London: 60 per cent are extremely/very satisfied. England: 65 per cent are extremely/very satisfied. Tower Hamlets result, 66 per cent, is the highest result we achieved since we began sending out the survey four years ago.

Of course there is a lot more information available. If you'd like to know more, please visit

http://www.towerhamlets.gov.uk/lgnl/health_and_social_care.aspx or email qualityandperformance@towerhamlets.gov.uk .

All councils have a legal duty to publish various statistics and to compare themselves with national averages and groups of other similar Councils. There is flexibility in the way we report our performance, but there is an expectation that the Council will engage local residents and improve accountability through targets and priority setting. The Local Account provides us with an opportunity to do this.

Structure of the Local Account

The Local Account is split into three sections.

1. The first section will provide a broad introduction to the services provided by Adult Social Care to our residents.
2. This will be followed by a review of the key developments nationally and the opportunities and challenges this poses for the Council.
3. The final section is built around the four outcome domains of the Department of Health's 'Adult Social Care Outcomes Framework' (ASCOF). The framework helps the Council to understand how we are performing in the following areas
 - i. Enhancing quality of life for people with care and support needs
 - ii. Delaying and reducing the need for care and support
 - iii. Ensuring that people have a positive experience of care and support
 - iv. Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

Throughout the Local Account you will find 'resident action points' highlighted in blue text boxes. Resident action points provide an overview of the work we have done to respond to the points residents asked us to focus on in last year's Local Account.

We have also included a number of appendixes, which includes:

- Glossary
- Performance Data and a detailed breakdown of our ASCOF results compared to the previous year.

Section 1 Tower Hamlets Adult Social Care - What we do and how we do it

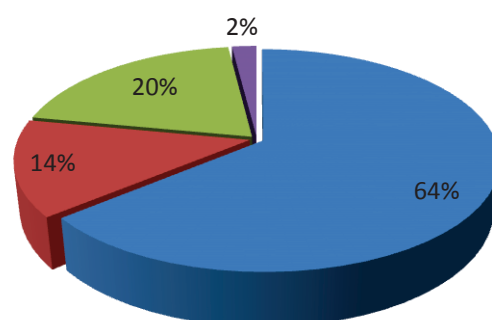
Adult Social Care is part of the Education, Social Care and Wellbeing directorate of the Council. Adult social care covers a range of support available to vulnerable people, aged 18 and over, who need some care and support to live as safely as possible. This section gives you an overview of who we support, how we support them and how we spent our budget in 2013/14.

Who do we support?

Adult social care supports adults who have significant needs as a result of physical disabilities, sight or hearing problems, learning disabilities, mental illnesses, frail people including those with dementia, people needing drug or alcohol recovery services and other vulnerable adults. We also provide support to the family, friends or neighbours who help care for these people if this is having a significant impact on their own wellbeing. Additionally we work closely with colleagues in children's services to support young people as they move into adulthood and are in need of support to do so.

4,660 people received long-term support with their needs² in 2013/14. The table below provides more detail on who received support:

- People with a Physical Disability, Frailty, or Sensory Impairment
- People with a Learning Disability
- People with Mental Health Needs

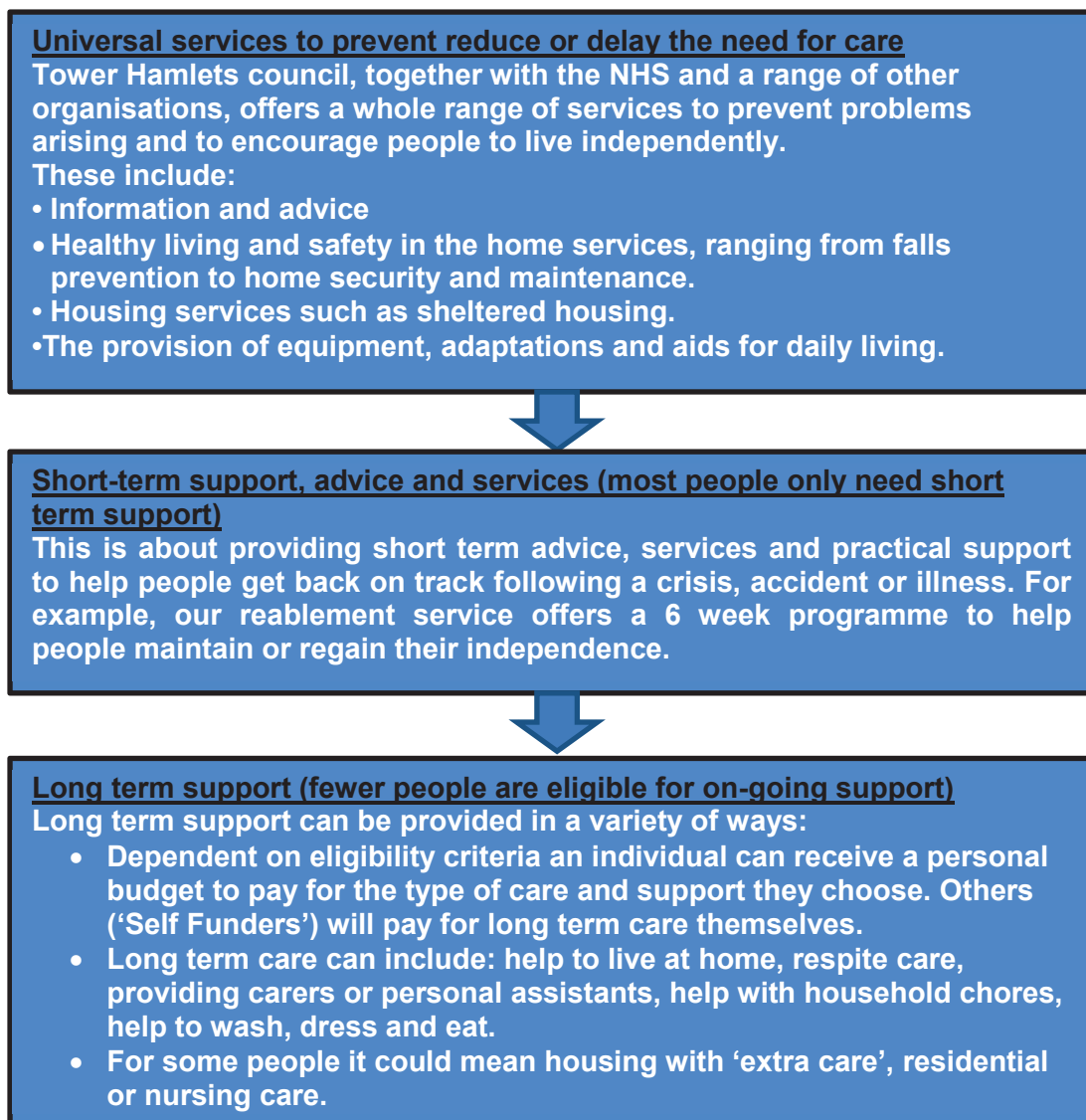


How are people supported?

We support people in a number of ways. We provide information and advice related to social care which everyone can access. We fund a range of services and activities designed to keep people as well as possible for as long

² 2013/14 Referrals Assessments and Packages of Care (RAP) Return (2000 people were aged 18-14, 2660 were aged 65+)

as possible. People who need a higher level of support are offered the support that is right for them. This could range from residential care to personal budgets, which are an amount of money to spend on support. The diagram below provides an outline of the different care and support we provide.



Around 95 per cent of the care and support funded by the Council is provided by other organisations on our behalf. We work hard to ensure that there is a diverse range of good quality provision for people in Tower Hamlets who need support. You will find more information on how we quality assure support services and work with others on page 40 and throughout this Local Account.

The Adult Social Care Service also has a duty to ensure that people who are not able to decide for themselves, in care homes and hospital, receive care and treatment that is in their best interests. We also take the lead in ensuring the safety of vulnerable adults in the borough who may be subject to abuse or poor quality care. More information on what has happened in this area over the last year can be found in the Safeguarding adults section that begins on page 44 of this report.

How we spent our money in 2013/14

In 2013/14 the Adult Social Care net budget was approximately £99 million, a slight decrease of 2 per cent on the previous year. This decrease is a result of the reduction in central government funding. The reality for all local authorities is that we are operating in an environment of restricted resource. More information on what this means and the challenges we face are set out in the next section.

The net budget for Adult Social Care represents 36 per cent of the Councils total budget, the largest allocation of money within the council. This reaffirms the council's commitment to prioritise adult social care, marking an increase on the percentage allocated in previous years.³

The table below sets out how we spent our budget in 2013/14:

	Net 2013/14	% of Budget
Residential Care and Nursing Care; <i>including non-permanent care such as respite</i>	£30 million	30%
Assessment; <i>staff costs for carrying out community care assessments, support plans and reviews</i>	£18m	18%
Home Care; <i>care services provided to people in their own homes</i>	£18m	18%
Supported Accommodation; <i>housing that enables people to live independently but with support</i>	£2m	2%
Direct Payments; <i>money which is passed directly to people so they can purchase and manage services to meet their eligible needs</i>	£7m	7%
Day Care; <i>support access during the day</i>	£9m	9%
Voluntary Organisations; <i>contributions to preventative services</i>	£5m	5%
Management, Commissioning & Operational costs	£1m	1%
Reablement; <i>intensive short term support which encourages people to be independent as possible</i>	£3m	3%
Occupational Therapy, Equipment & Client aids to daily living	£2m	2%
Transport	£2m	3%
Extra Care Housing Accommodation <i>with varying on-site support</i>	£2m	2%
Total Adult Spend	£99m	

³ 2012/13= 32% 2011/12= 33%, 2010/11= 30%, 2009/10= 28% of council budget

The way in which the adult social care budget was used in 2013/14 is consistent with the way our money was spent in 2012/13.

As the table above demonstrates, residential and nursing care represents the single biggest area of spend for adult social care. A significant proportion of the budget, £50m was used to support people to live independently in the community. There is a heavy emphasis here on prevention, to keep people as well as possible for as long as possible without the need for emergency hospital admissions. This includes services such as Home Care, Day Care, Supported accommodation, Reablement, Direct Payments, Occupational Therapy, Transport, Extra Care Sheltered Housing accommodation, and the services provided by Voluntary Organisations.

Section 2: Opportunities and Challenges facing Tower Hamlets Adult Social Care

Adult social care is operating in a time of rapid change. We face a number of opportunities and challenges, and anticipate more to come. Demand for adult social care is rising; however our financial resources are reducing as a result of Government spending cuts. We therefore need to look at providing support in new and more innovative ways. The 2014 Care Act provides us with a great opportunity to do this. So too does the Better Care Fund which will contribute to make sure NHS and social care services are better integrated. This section describes these opportunities and challenges in more detail and starts to set out our future plans.

Increased demand on Adult Social Care

One of the main challenges we face in Tower Hamlets is that demand for adult social care is rising, and this is likely to continue in future.

Demand for support rose last year. In 2013/14, 6,855 people contacted Tower Hamlets Council's adult social care services for help or advice, a 15 per cent increase on the previous year⁴. There was a 25 per cent increase in service users receiving an assessment compared to 2012/13⁵

Evidence suggests that there will be a gradual increase in demand for adult social care services across all client groups in future, and that without using our resources better, this trend will continue at least until 2021, resulting in increased pressures on budgets in the next few years. The reasons behind this increase are many. They include:

- More people living in Tower Hamlets as a result of general population growth
- People living for longer, including those with longer-term conditions
- More people with serious health conditions surviving into adulthood.

One of the main ways we can predict who might need support in future is by looking at how the Borough continues to change. Nationally, in the most recent Census (2011) the percentage of the population aged 65 and over was the highest seen in any Census at 16 per cent. With regards to Tower Hamlets the 2011 Census revealed the number of people aged over 65 fell from 18,362 in the 2001 Census to 15,500 in 2011. However, there was an increase of 7.7 per cent in those aged over 80.

It is expected that by 2021 the number of the working age adults with a learning disability will increase by 16.4per cent (against a 2012/13 baseline).

⁴ 2013/14 Referrals Assessments and Packages of Care (RAP) Return R1

⁵ RAP A1 (Number of existing clients that had a review completed by primary client type and age group.)

This will place an additional demand of £350,000 each year⁶ on an already stretched budget.

We also expect demand for adult social care services from working-age adults with mental health issues to increase in future if recent trends continue. Demand for mental health services are likely to increase the required budget by £325,000 per annum

Projected demand for ASC Services ⁷	2012/13	2014/15	2016/17	2018/19	2020/21
Adults with learning disabilities	598	624	652	691	727
Mental health - Psychotic disorder/2 or more psychiatric disorders	682	715	740	771	800
Older people	2710	2728	2815	2919	3045
Physical disability	672	706	741	781	823

We also expect more carers to approach us to get support in their caring role. We know from the 2011 Census that there are around 19,000 carers in Tower Hamlets, but a relatively small proportion of these are in contact with us. The Care Act means we will have new legal obligations towards carers from April 2015, and we expect an increase in demand for support from carers as a result of this. More details on what the Care Act means for carers can be found on page 15.

With all of this information in mind, it is vital that we focus on delaying and reducing the need for care and support for both service users and carers. As such, 'wellbeing' will be at the forefront of the Council's approach to delaying and reducing the need for care and support.

Finance pressures and public sector austerity

Dealing with an increase demand against a backdrop of prolonged real term reduction in public spending is another major challenge for adult social care. The government's 2013 Spending Review and subsequent statements from the Office for Budget Responsibility have seen extensive and ongoing reductions in central government funding. The Council has already made good progress in achieving savings, however further savings are needed to be made across the Council over the coming years, projected to be around £28m in 2015/16, £42m in 2016/17, and £40m in 2017/18.

⁶ Future expenditure is expected to increase from £26,670,000 in 2012/13 to £32,423,000 in 2020/21

⁷ Tower Hamlets Demand Modelling Summary Paper

Resident Action Point

We know that residents fear a reduction in the current levels of funding will result in a reduction in the care and support they receive. Last year we said that in the face of this financial challenge we will continue to prioritise the packages of care and support they receive.

Adult social care sits within the Education, Social Care and Wellbeing Directorate in the Council. It is by far the largest Directorate within the Council. There will inevitably be an effect on the way we support people as a result of these reductions. However, in the last year Members and Officers within the Council have worked incredibly hard to mitigate the impact on the services that the community rely on and that provide such essential support. We have listened to what Tower Hamlets residents say is important to them and taken this on board when making decisions. In the context of making these difficult decisions, we carried out a programme of public consultation on budget saving proposals over September and October 2014. Overall, over 380 people attended meeting to discuss specific proposals, over 280 people gave feedback in writing or over the phone, and 180 people gave feedback via the Tower Hamlets website. Overall, the expectation is that the budget reductions should be deliverable without any significant impact on those who need support and their carers. This is because we are looking at how we can deliver services more efficiently as well as how we can provide support to people differently in an effective and dynamic way. The rest of this Local Account sets out how we intend to do this, whilst continuing our commitment to providing the quality and valued services we do now.

Welfare Reform

Changes to benefits remains one of our biggest challenges in terms of the economic wellbeing of residents as well as the financial impact on the council and housing providers. We know that money is a big issue for many people in Tower Hamlets. We know that welfare reform and changes to benefits are already having an impact on many adult social care users and carers. We need to work with other organisations to understand and demonstrate their impact on local people, as well as supporting residents through them. The government's changes to benefits have disproportionately affected local residents with over 700 households subject to the benefit cap and a further 2300 losing income because of the under-occupancy penalty. Local research estimates that by 2015 the cumulative impact of all welfare reforms will mean that on average households claiming benefits will be £1670 per year, or £32 per week, worse off. These impacts will affect over 40,000 households; over half will be households where someone is in work.

Next on the horizon is the introduction of Universal Credit and the transition from Disability Living Allowance to Personal Independence Payments. Improving digital and financial inclusion are issues particularly relevant to these changes, as benefit claims become digital by default and monthly payments are made directly to residents.

We know that for those who are fit to work employment at living wage levels provides a means to mitigate the impact of welfare reform. We are thereof working across the Council to develop employment services that look at all the things affecting people and their ability to work. A range of organisations will work together to create a holistic response to residents in need of some

extra help, not just in terms of employment services, but housing and welfare advice, health and wellbeing, family support, English and maths skills, financial and digital inclusion and childcare. This “partnership approach” will be essential as we move towards the next phase of welfare reform: the national roll-out of Universal Credit.

Resident Action Point

We know that welfare reform and changes to benefits is impacting on many adult social care users and carers. Last year we promised that we would ensure we help residents prepare for the impacts of Welfare Reform.

Our role has been to help people to understand the changes and to support them to get the benefits they are entitled to. Three of the key ways we are doing this as a Council is by working on “financial inclusion”, “digital inclusion” and employment support:

- Financial inclusion provides free support and advice for people struggling with debt, benefits, welfare and legal issues. The aim is to give people the financial know-how and to help people get the skills, wellbeing, confidence and opportunities to improve their lives. This includes teaching people how to manage their money so they can budget it to pay their bills themselves.
- Digital inclusion is mainly focused on getting people to use the internet. The introduction of the Universal Credit is part of the changes being made to people’s benefits and will mean all applications are made online. Our digital inclusion work provides residents in the borough with the computer skills to do this.
- Lastly we have just begun work on an integrated employment support service. This is aimed at developing a set of support looking at benefits, employment, housing, skills, money and debt and health and family support. It will enable residents to address multiple barriers to work and sustainable housing, and improve their wellbeing.

In the 2013-14 Service User Survey, 20 per cent of respondents said they had less money as a result of these changes. Whilst we are pleased that the amount of social care users saying they do not know enough about welfare reform has reduced from 34 per cent last year to 15 per cent this year, we will continue to work to both raise awareness and support people through these changes, especially with the introduction of Universal Credit and the transfer of Disability Living Allowance to Personal Independence Payments in 2015.

Care Act

The Care Act became law in 2014, and brought with it a series of opportunities and challenges for adult social care. Ahead of these changes being put into place, we have been busy preparing for their introduction. We have set up a “Care and Health Reform Programme” to shape the way we work in Tower Hamlets. Much of the information in this Local Account and our plans for the future relate to the Care Act.

The Care Act will lead to significant changes in how adult social care operates and how we support people. These changes will mostly come into effect from April 2015 with some additional changes to the social care system being introduced in April 2016.

The list below sets out the top things we think you need to know about the Care Act. More detailed information can be found here:

<https://www.gov.uk/government/publications/care-act-2014-part-1-factsheets>

From April 2015:

1. Councils must follow new national eligibility criteria to decide whether or not someone should get support from them.

The criteria have been updated, with a view to ensuring that all local authorities take a similar approach to deciding what levels of need are met. This is being set nationally. What the government are saying is that all councils must ensure a person's needs are met if they have a 'significant impact' on their wellbeing. We are looking at how we will put these criteria into place and have been getting input from staff and residents on this issue. We will provide a more detailed update in the next Local Account.

2. You have a legal right to know how much it will cost the Council to meet your care needs if you qualify for Council support so that you can choose to take this budget together with your own resources and arrange your own support.

We call this amount of money a "personal budget". People have been receiving personal budgets for a number of years, and our plans are to continue to offer them. More information on our work around personal budgets can be found on page 21. It's important that we are clear with you how much the Council has a duty to spend, which must be the most cost effective option, so that this can feed into some important changes in 2016, but also that we offer you the opportunity to 'top-up' the support with more expensive options if you wish.

3. If you qualify for Council support and you have difficulty speaking up for yourself, the Council must offer support to you in this area.

This type of support is called "advocacy". We currently fund a number of organisations to provide advocacy, and we will increase the availability of this support from April

4. If you are funding your own care, the Council must arrange your services if you want them to.

People who fund their own care are often called "self-funders". Traditionally the Council has not been in contact with many self-funders; however the Care Act means that this is likely to change as self-funders can get advice and input from the Council if they choose.

5. You can defer the payment of any care home fees so that your home does not need to be sold in your lifetime to cover the costs of your care.

We already offer these "deferred payments" in Tower Hamlets. The Care Act puts this offer on a legal footing. We can now also offer these deferred payments to people in Extra Care Sheltered Housing.

6. If you care for a friend or family member who has care and support needs, you have a legal right to an assessment of your own needs as a carer, and to get support services if you qualify (see point 1 above).

This important change means that carers are recognised in the law in the same way as those they care for. We already support carers in a number of ways and carry out “carer assessments” to see what kind of support carers need to carry on in their caring role. The Care Act means that our approach to carers will need to be closely aligned with our approach to service users. Another important change is that you do not need to live in the same borough as the person you care for. The support you might receive is based on where your cared for person lives.

7. The Council has a duty to provide services that help prevent or delay the development of care and support needs, or reduce care and support needs.

As you will see from this Local Account, we already provide a range of support to prevent, reduce or delay the need for support and to help people be as independent of services as possible. The Care Act makes this activity a legal duty, and so provides us with an opportunity to strengthen our approach.

8. The Council must ensure that if you move to another borough, that your support isn't interrupted

If you are planning to move from Tower Hamlets and are currently receiving support, you will need to tell us so that we can work effectively with your new Council so that they plan to meet your needs too.

More changes will come in from April 2016. These include the introduction of a ‘cap’ on care costs, which means that there will be a limit on what a person has to pay towards the cost of care in their lifetime. The Government will also provide new financial help to those with “modest wealth”.

More details of funding reform can be found at the link below:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/366086/Factsheet_6_-_Funding_reform.pdf

We will also provide more information on our website in the coming months.

Health and Wellbeing Board

The Health and Wellbeing Board is a statutory committee of the council and a forum where the council and key partners from the health and care system work together to improve the health and wellbeing of our local population and to reduce health inequalities. The Board works to ensure there is a shared and comprehensive understanding of local health and wellbeing needs, and a clear strategy to meet them. In today's age of austerity, the partnership also plays a vital role in ensuring that public money for health and wellbeing is spent in the best possible way, offering value for money and delivering health services that best meet local need.

Key to delivering the Health and Wellbeing Boards vision ‘*Towards a Healthier Tower Hamlets*’ is the Health and Wellbeing Strategy. The Health and Wellbeing Strategy, agreed by the Board at its first full meeting in February 2014, drives the collective actions of the NHS and local government, both commissioners and providers, and engages communities in the improvement

of their own health and wellbeing. The members of the Board have drawn up action plans in four priority areas:

- **Maternity and Early Years**

A key aim of the Health and Wellbeing Strategy is to ensure every child in Tower Hamlets gets a healthy start in life. A key outcome of this work will be to reduce infant mortality and promote good infant health (such as decreasing the amount of children with tooth decay). As children grow up, the Strategy will work towards helping all children be physically, emotionally, behaviourally and cognitively ready for school.

Key achievements

- More babies are breast feeding in Tower Hamlets at 6-8 weeks (69.0%) compared to the England average (47.2%)
- More women are receiving healthy start vitamins in Tower Hamlets (7144; over the target of 5992)
- More children are receiving their immunisations in Tower Hamlets, (93.4% received two doses of MMR at 5 years, compared to 87.7% on average in England).

- **Healthy Lives**

The Health and Wellbeing Strategy focuses on illness prevention and promoting wellbeing for all residents of Tower Hamlets. A key focus of this is tackling obesity through promoting exercise and working towards restrictions on hot food takeaways near schools and leisure centres. Also, a sexual health promotion plan (including sex and relationship education in schools) will be developed and access to sexual health services and contraception choices promoted among all frontline services.

Key achievements:

- More children are attending active play sessions in Tower Hamlets (70 per quarter; over the target of 46 per quarter)
- More schools (≥ 12) are participating in “Bike it” a school based cycling promotion in Tower Hamlets
- In 2013/14 a total of 5,700 children (62% of the target population) were screened and 4,600 children (50%) had fluoride varnish applied to their teeth, compared to 59% and 49% respectively in 2012/13.
- 1851 people quit smoking in the last year (2013/14) using local stop smoking services
- 71 % of eligible adults who were offered an NHS health check attended, 5333 in total (higher than the England average of 49%).
- 3972 adults have participated in healthy lifestyles activities (physical activity, healthy eating sessions) as part of the Health Trainers Programme.

- **Mental Health**

The Tower Hamlets Mental Health Strategy, developed by the Health and Wellbeing Board, NHS Tower Hamlets Clinical Commissioning Group and Tower Hamlets Council, sets out our collective approach for improving the quality of life for people with mental health problems. The Strategy was informed by a mental health Joint Strategic Needs Assessment, and a series of stakeholder workshops to identify key priorities and evidence reviews to identify what works. This strategy will make mental health everybody's business. The Strategy includes the care and support we commission and provide for people with multiple health problems. We want to make sure that mental health becomes part of our everyday conversation and that health and social care staff have good mental health awareness. In particular, through our Joint Carers Plan, we will provide information and advice for carers for people with mental health problems, and ensure that carers are able to access appropriate care and support.

Key achievements in the past year include

- The school nursing service has been re-specified with a much greater emphasis on their role in supporting mental health and wellbeing.
- The procurement of tobacco cessation services specified the need for access for people with mental health conditions.
- Two additional dementia cafes have been commissioned, bringing the total to 4, operating once a month for people with dementia and their carers.
- GP training has been delivered on dementia, the Mental Capacity Act and learning disability.

- **Long Term Conditions and Cancer**

The Health and Wellbeing Strategy aims to reduced prevalence of the major 'killers' and increased life expectancy, a key aspect of this will be ensuring more people with long term conditions are diagnosed earlier and surviving for longer. There will also be a key focus on carers through ensuring they have good physical and mental health, and feel fully supported.

Key Achievements:

- Significant improvement in success identifying and measuring respiratory diseases, rising from amongst the lowest 20% in England for testing to the very highest rate in the country in 2012/13.
- Significant improvement in progress in monitoring and controlling blood pressure for people with diabetes and coronary heart disease (CHD), with amongst the best rates of testing in England (moving from the bottom national quartile of performance to the top national quartile in the course of three years for a range of outcomes, including prescribing for high blood pressure, the proportion of those with CHD suffering from high blood pressure)
- Tower Hamlets ranked as the best in England in the 2013/14 for blood pressure control in people with coronary heart disease and diabetes.
- "More people with early stage lung cancer had life-saving surgery at the Royal London Hospital, and there has been a reduction in the proportion of women in Tower Hamlets with late stage breast cancer.

- The Integrated Community Health Team went live in November 2013 and there has been an improvement in the coordination and consistency between reablement and rehabilitation; greater integration of social workers into the locality based clinics; and the development of robust community based Geriatric provision.
- A plan for autism services and improvement has been developed and implemented, with a diagnostic and Intervention Team in place. (See page 27 for more details)

A key focus for the Board has been on the integration of care between health and social care services in order to achieve better health outcomes for residents in Tower Hamlets. For more information on this please see page 33 of this Local Account.

Section 3: Tower Hamlets Adult Social Care – How our services are performing

This section describes our activity over the last year and our plans for the future in more detail. We have structured this section around the Department of Health Adult Social Care Outcomes Framework, as these are the outcomes we are seeking to achieve for people in Tower Hamlets.

1) Enhancing quality of life for people with care and support needs

This year we have focused on enhancing the quality of life for people with care and support needs through:

- Increasing the number of people receiving support through personal budgets and direct payments
- Supporting more carers in their caring role
- Providing an innovative support service to people with dementia
- Developing a new mental health service
- Improving the support we provide to adults with a learning disability
- Developing a new service for people with autism
- Supporting people with money and finances

More details on each of these is set out below.

Increasing the number of people receiving support through personal budgets and direct payments

Personalisation is about giving people more choice and control over their care and support. Personal budgets are a key part of this: They are an allocation of funding given to users after an assessment and used to meet their eligible care needs. Users can either take their personal budget as a direct payment, or while still choosing how their care needs are met and by whom, leave the Councils with the responsibility to commission support for them.

The Department of Health has set councils the challenging target of 70 per cent for the provision of personal budgets amongst its services users and carers. Whilst we have not yet met this target we have consistently improved our performance over the last couple of years: 55% of our service users and carers received a personal budget in 2013/14, an increase from 52.6% in 2012/13 and 38.3% in 2011/12. 1105 people out of 2820 receiving a personal budget in 2013/14 chose to receive it as a direct payment⁸

Going forward, our plans are:

- To continue to offer personal budgets to people who are eligible to receive them. We will encourage people to take these as direct payments as we know this can give people more choice and control over their support. However, people will always be able to ask the Council to manage their personal budget on their behalf.
- To extend our offer of personal budgets to carers.

⁸ ASCOF 1C pt1 & pt2

- To help people understand that direct payments can be used in a flexible and creative way.

Supporting more carers in their caring role

We fully recognise the contribution carers make, and this year as with previous years, we have worked hard to support them. We are fully committed to ensuring all carers in Tower Hamlets receive the best possible care and support and have a range of support specifically targeted at carers themselves. The Carers Plan 2012-15 re-affirms our commitment to support all carers in the borough to have a life of their own, stay mentally and physically well and stay out of financial hardship due to caring. The Care Act will bring big changes for carers from April 2015 onwards, so another big task has been to prepare for these changes.

From April 2015 the Care Act will introduce a legal duty to assess carer's needs to support them in their caring role. As previously noted, Tower Hamlets has around 19,300 unpaid carers in the borough, around 4,800 of whom provide over 50 hours of unpaid care a week⁹. A much smaller number of carers are in contact with us. We carried out 1425 carer assessments in 2013/14, though we expect this number to rise significantly in future years as a result of the Care Act.

In 2013/14 1250 carers received support from adult social care, a slight increase from 1125 carers in receipt of adult social care services in 2012/13. Support to carers can take many forms and is often essential in helping them sustain their caring role and in enabling the cared for person to stay at home.

We funded the Tower Hamlets Carer Hub to provide a range of support to carers in partnership with other organisations. This ranges from specialist information and advice to one-off direct payments to services and activities to alleviate and manage stress and provide a break from caring.

In 2013/14 we worked hard to extend our reach to support carers from Black and Minority Ethnic (BME) and lesbian, gay, bisexual and transgender groups, as well as carers needing specialist support. Last year:

- 159 carers got support from the Somali Carers Support Service
- 155 carers who support a person with dementia got specific support with this.
- 150 carers went to a support group or retreat organised by the London Buddhist Centre
- 60 carers got support from a service targeting Bangladeshi women

Another success in this area over the last year has been health and wellbeing checks for carers. Research has shown that being an unpaid carer can adversely affect a carer's health. In line with our focus on prevention, Health and Wellbeing Checks for carers are designed to prevent any deterioration in a carer's physical and mental health, providing them with direct support to prevent them from reaching crisis point. Based on the evaluation of this project and continued feedback from carers it was found that carers feel better

⁹ Census 2011 data

prepared to make decisions after a health and wellbeing check and value having some time to look at their own health and life as a carer. Following the health and wellbeing check, a letter is sent to the carer's G.P. outlining the key aspects of the check and identifies further help that can be used to access support. In 2013/14, 303 carers received a Carer Health and Wellbeing Check and 124 carers were reviewed by the service.

Going forward, our future plans for carers include:

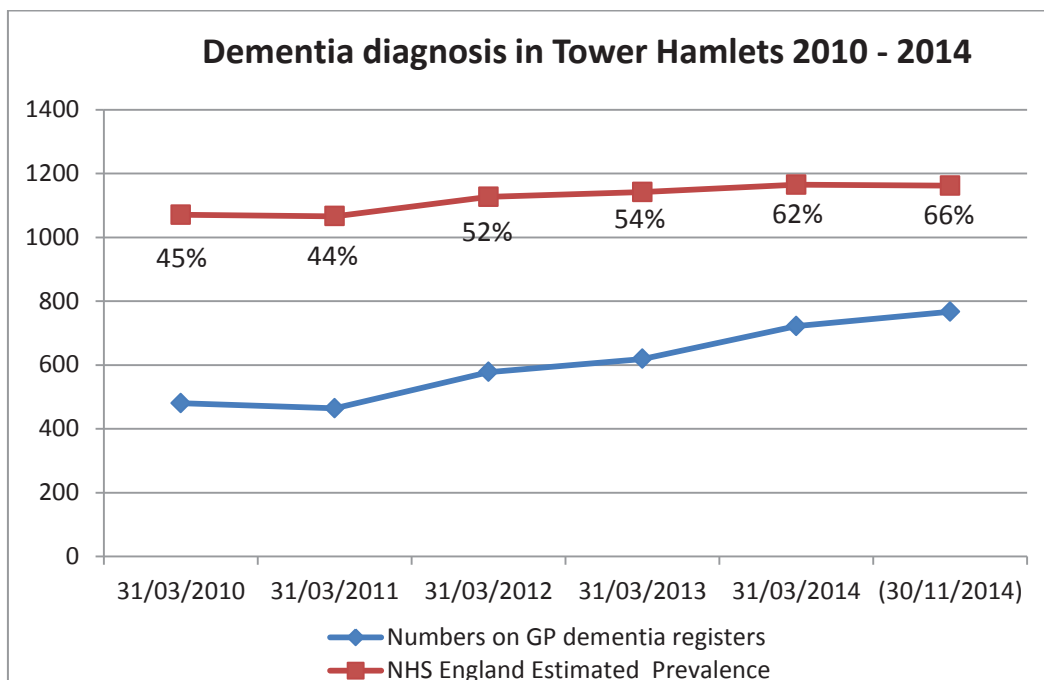
- Changing the way we offer and carry out carer assessments. From April 2015, carers will have the same legal rights as service users, and our approach will reflect this. Carers can expect to be offered an assessment if it appears they would benefit from this and their eligibility for services will be determined by new criteria.
- Helping carers to access a much wider range of support. From April 2015, carers who are eligible for support can receive this in the form of a personal budget. Like service users, carers can expect to have more choice and control over the support they receive as carers.
- Re-commissioning the carers short breaks services to ensure new services will be available from April 2015. Our aim, in line with what carers have told us, is to develop more flexible and innovative short breaks for carers.
- All these changes will be set out in a 2015-18 Carers Plan. This Plan will reaffirm our commitment to carers and set out how we will meet the requirements of the Care Act and how we will support carers in their caring role.

Providing an innovative support to people with dementia

This year as in previous years, the Council has been working together with the NHS and third sector organisations to provide excellent support to people with dementia. Since 2010, this “integrated dementia pathway” has been a national exemplar, improving the wellbeing of people with dementia and their carers. In 2013, the partnership of the Local Authority, NHS and third sector won the Local Government Chronicle Award for this work.

The Council supports people in a range of ways as part of this project. This includes supporting people from BME communities to access dementia services, supporting carers of people with dementia and running dementia cafés across the borough.

The development of this support over the past four years has resulted in a 20 per cent increase in the dementia diagnosis rate and we currently have the third highest diagnosis rate in London. The on the next page sets out the number of people diagnosed with dementia in comparison with expected prevalence levels, and shows that we are narrowing the gap:



Dementia Cafes and carer support have helped to keep people active, informed and in contact with people who have similar experiences. In line with our commitment to prevention, this support helps to delay people’s condition deteriorating. A recent survey of dementia café users found that 100 per cent of service users experienced positive social engagement, 87.5 per cent said they had a better understanding of dementia and 80 per cent reported higher take up of other local support services.

The Tower Hamlets “dementia pathway” continues to be highlighted as an example of excellent practice. In 2014 we hosted visits from leading health and social care figures, and have been the subject of articles in the national press and a Department of Health documentary. Following a visit last summer, Professor Alistair Burns, National Clinical Director, commented: “It was really striking to see the passion for collaboration and the ‘can-do’ attitude in the room. A key part of the success of the developments in Tower Hamlets has been the adoption of a joint strategy that everyone has signed up for. The success is palpable and is serving the needs of people with dementia and their carers fantastically well.”

The Council, in partnership with Tower Hamlets Clinical Commissioning Group, has also started to initiate a dementia support programme in care homes and Extra Care Sheltered Housing schemes. This programme involves an Occupational Therapist providing specialist dementia support for four months. The Occupational Therapist (in partnership with others) provides training to care home staff and supports them to put that learning into practice to improve care. As of December 2014, the Occupational Therapist had focused on three care homes. Examples of the work carried out so far include:

- Updating people's life histories and activity plans, with commitment to make the implementation of the plans 'everybody's business' in the home
- Supporting all homes to consider the Mental Capacity Act and Deprivation of Liberty Safeguards
- Supporting staff to set up a relatives and carers board for services in the community that they can access following the training

To date, the project has received positive feedback from staff. Here are some examples:

"A resident was shouting, and before last week I would have just said that it was their dementia, but I asked my colleague who was also on the training to come and talk to the resident and we managed to find out that it was a physical problem, that we soon got the GP to prescribe treatment for" – Care Worker

"It has been very useful and you have made me think in a different way, I used to think I was observant, but now I really think about the reason why people are saying/doing things and what I can do to support this" – Care Home Manager

Going forward, we look forward to continuing our success in supporting people with dementia and their carers through the "dementia pathway". In 2015 the specialist support provided to care homes and extra-care sheltered housing by the Occupational Therapist will start working with more homes. By the end of 2015 we aim to have worked with all the homes in Tower Hamlets.

Improving the support we provide to adults with Mental Health Needs

Tower Hamlets Health and Wellbeing Board is committed to improving outcomes for people with mental health problems. Mental health is one of the Boards four priorities in the Health and Wellbeing Strategy. In February 2014, the Health & Wellbeing Board approved the Tower Hamlets Mental Health Strategy. The Strategy is a five year plan for improving outcomes for people with, or at risk of, mental health problems in Tower Hamlets, and includes within its scope children and young people, adults of working age and older people. The Strategy sets out how Tower Hamlets partners will work together to promote mental health and wellbeing in our communities, prevent residents from developing more significant mental health problems, and ensure that when people do need them, mental health services are of the highest possible quality, proactively supporting people to recover. It demonstrates our ambition to deliver against the National Outcomes Framework for Mental Health contained in No Health Without Mental Health, Closing the Gap, and other national guidance.

90.5 per cent of adults receiving secondary mental health services in 2013/14 were supported to live independently in Tower Hamlets, an improvement on the previous year and better than the London and National averages.

Resident Action Point

Last year, when thinking about the kind of services residents would like us to prioritise they reported back that they value daycentres and community services which they would prioritise over other services.

Subsequently in 2013 we carried out a review of mental health day opportunity services. We gathered feedback from over 380 people about this and held 12 events to hear people's views. We have listened to people share personal stories, concerns and aspirations about the future. People told us what they value about day opportunity support: that they provide safe and supportive places for people to get support and keep in touch with others, that they help people stay well, support recovery and help people achieve their goals. People also told us what they wanted from a new support service: For example, highlighting the importance of people getting the right information at the right time.

Informed by this review planning has now begun to develop a new Mental Health Recovery and Wellbeing Service for 2015 in order to improve mental health social care services. A range of support, traditionally called 'day opportunities' have been helping people with mental health problems in the community for many years. We currently fund 11 organisations to provide this type of support.

There has been a long time aspiration and commitment to improve this support to help more people recover from mental health problems and – in line with our commitment to prevention - to stay well. We have been working together with people who use and provide services to make improvements and arrange a new Mental Health Recovery and Wellbeing Service for Tower Hamlets.

Going forward, we envisage the new Mental Health and Recovery service starting in late 2015. The new service will consist of:

- A new information, signposting and support team
- Longer term one-to-one support and recovery-focussed programmes of support. These will be focused on vocational skills, education, learning and employment. There will be more opportunities for people looking to gain employment or valuable experience through social enterprise initiatives.

Improving the support we provide to adults with a learning disability

The Community Learning Disability service (CLDS) provides care and support to adults with a learning disability in Tower Hamlets. In 2013 a programme of work was implemented to restructure the service to improve this support. The new CLDS structure went live in May 2014. Whilst it is still too early to evaluate the success of this restructure the new design of the service was created in partnership with service users and carers. Some of the main aims of the programme we hope to achieve are:

- To improve the experience of service users and carers
- To reduce waiting times for social care assessments and annual reviews

- Opening out the role of Bangladeshi Parent Advisers so that they can carry out carer assessments and support planning with *all* carers supporting someone with a learning disability
- Retaining the focus around mental health and challenging behaviour for people who have a learning disability or autism
- Ensuring that safeguarding cases are seen in adherence to Pan-London timelines and that service users are protected

In addition to this programme of work, we have worked hard over the last year to support more adults with a learning disability into employment. When service users in CLDS were asked what things were important to them, over 70 per cent said they wanted a job. Currently 6.2 per cent¹⁰ of our service users with a learning disability are supported into employment. This equates to 42 people with a learning disability supported into employment. This falls slightly short of the national target and last year's figure (both 7.9 per cent) so we know we have more work to do.

One of the ways we are doing this is through extending our work placement schemes for adults with a learning disability within the Council and beyond. In 2013 we launched a new scheme, offering ten one-year work placements to adults with a learning disability alongside a Level 1 NVQ Business Administration qualification. A further twelve new recruits started in March 2014. The Council was able to extend the scheme this year with an additional ten placements being supported from September 2014 and a further ten from February 2015. The placements have been working in a range of departments and services.

The scheme has been hugely successful with five people gaining paid employment after year one. Feedback has focused on how rewarding and confidence building the project has been on an individual level. For example, one person said: "I was really excited to start work. I was a little nervous to start with but have really enjoyed my time so far and I am learning lots."

Going forward, our plans are to continue to improve the support provided through the Community Learning Disability Service and to continue to support adults with a learning disability into employment. We will be working to extend work placement opportunities in other organisations, such as the NHS.

Developing new support for people with Autism

The new Tower Hamlets Autism Service was officially launched in October 2014, though it has been operating for a number of years. We estimate that there are around 800 adults with Autism in the borough, and around 300 children and young people in local schools¹¹. The Tower Hamlets Autism service has been set up to meet this need. It aims to provide:

- A timely diagnosis to those who may have Autism
- A clear pathway to any post-diagnosis support for adults with Autism
- Specialist support in the community for people with Autism

¹⁰ ASCOF 1E

¹¹ Analysis of SEN data indicates a further 296 children and young people (aged 3 to 18) with the condition in local schools.

- An effective transition for people who are moving from children to adult social care services
- Support to those with Autism to access employment and training opportunities

The service has already achieved a number of successes. For example, as of October 2014 the employment and training service has received 53 referrals. Two people diagnosed with Autism have been supported by this service into employment¹².

Going forward, we look forward to supporting more people with Autism in Tower Hamlets.

¹² Tower Hamlets Autism Diagnostic and Intervention service Quarterly monitoring report

2) Delaying and reducing the need for care and support

Delaying and reducing the need for care and support is a key focus of our work. It is a huge part of how we intend to address the issue of an anticipated increase in future demand for adult social care. Last year some of our key activity included:

- Working to reduce social isolation and loneliness
- Helping people return home from hospital
- Supporting more people through our short-term Reablement programme
- Offering Telecare to more people
- Developing Assistive Technology
- Supporting more people via equipment and adaptations
- Changing some of our day-time support for people with a learning disability
- Helping people to travel independently
- Supporting people to stay in the community

More details on each of these is set out below.

Working to reduce social isolation and loneliness

We know that social isolation and loneliness can be devastating for people and that it can impact on both their mental and physical wellbeing. Just over a quarter of adult social care users tell us that they do not have enough social contact with others¹³, so we know it is an issue affecting a number of people we support.

We have learned more about the reasons behind social isolation and the impact of this over the last year: For example, Healthwatch Tower Hamlets carried out a piece of work in partnership with Tower Hamlets Friends and Neighbours to look at the experiences of housebound people. The report found that:

“A loss of social space was an issue for housebound people who felt disconnected from the world and a sense that that they were both isolated and in a community that did not care very much. Many were reliant on formal care for their social contact¹⁴”

¹³ 2013/14 Service User Survey. 26% of respondents said they did not have enough social contact with others. This figure is slightly higher than the London and England average (25 and 22 per cent respectively)

¹⁴ Report on the Voices of Housebound Residents in Tower Hamlets” (June 2014) Tower Hamlets Friends and Neighbours

Resident Action Point

Last year we said that we would prioritise services that helped to prevent social isolation.

In the last year we funded a number of initiatives to try and tackle isolation, and we have started work with colleagues across the Council to tackle this issue on a wider scale. Here are just some of the ways we currently support people in this area

- We fund two borough-wide befriending services for older people who are socially isolated or at risk of becoming so, including those who are housebound. Support and companionship is provided through visits to the client's home, phone calls and escorting to appointments and/or other community services dependent on the user's wishes. Both services place a focus on involving the service user in all aspects of the service they receive. For example, one client (from Age UK) expressed an interest in developing IT skills in order to communicate with family overseas. They were matched with a befriender who was able to provide basic training during visits and assisted the client in setting up a Skype account enabling them to regularly contact their family and friends.
- We fund 41 Lunch Clubs around the borough, enabling older people to come together and socialise. Attendance at Lunch Clubs was over 23,000 in 2013/14.
- We fund a number of LinkAge Plus Centres around the borough. Centres offer a range of information and activities to anyone over the age of 50. For example, 315 people got involved in physical activities last year and 539 took part in computer/IT sessions. Through outreach work the centres also identify residents who may be socially isolated and not accessing any events or activities, and support them to start.

In addition to this, we are working with colleagues across the Council and in other organisations to tackle social isolation. Last year our Public Health service worked on a project seeking to engage the local community to help prevent and reduce loneliness in older people. This volunteer-led programme will look to develop local support networks and organise groups and events. Ideally the volunteers will be recruited directly from the neighbourhoods and will find out about social isolation and loneliness in their area. With support and training they will produce a detailed report of the findings. This, in turn, will help us decide what projects we should fund to address loneliness in the area. This project has only just begun and will be developed further in the coming year. We will give you an update in next year's local account

You can find recent research on loneliness and social isolation in the borough here:
www.towerhamlets.gov.uk/jsna

Going forward, our plans to tackle social isolation and loneliness include:

- Using the research gathered by public health on loneliness and social isolation to help us decide what types of support to fund going forward
- Working closely with colleagues across the Council and beyond to tackle social isolation and loneliness

Helping people return home from hospital

We know that helping people to return home from hospital can help them stay as well as possible for as long as possible. In Tower Hamlets, the rate of people experiencing delays in their discharge from hospital as a result of problems with social care services is almost half that of the national average¹⁵

We already ensure that social care staff are available at weekends for some departments in the Royal London Hospital, including Accident and Emergency. However, we are using the Better Care Fund to explore the possibility of extending this model across all of the wards in the hospital. This will enable more people to be discharged from hospital at weekends where they might previously have needed to wait until the following week, or indeed be discharged without valuable input from adult social care. Changing the way we work at the Royal London Hospital will help ensure people get the right care at the right time, which in turn will help to keep people's condition from deteriorating. It will also ensure that any carers are fully involved in the process of a person returning home.

In last year's Local Account we acknowledged that Tower Hamlets has some work to do to improve its delayed transfers of care from hospital which are attributable to adult social care. The average number of delayed transfers of care in 2012/13 which are attributable to social care per 100,000 adult (18+) population was 2.3 for Tower Hamlets. We have worked hard to improve this, in 2013/14 the average number of delayed transfers of care which are attributable to social care per 100,000 adult (18+) population was 1.5. This is below both London average of 2.3 and the national average of 3.1.

We realised that last year most delays were due to people delaying leaving hospital to wait for suitable placements for those who need residential care. As a result we have invested money from our Winter Resilience budget to fund four 'Step Down' beds to assist in discharging medically fit patients from the Royal London Hospital. There are 2 beds that are residential for people with dementia and 2 beds in Extra Care Sheltered Housing. This space is used as "step down" accommodation for people that are medically fit for discharge but unable to either return home or have not yet chosen a care home to move to. Step down beds are only used for a maximum of 6 weeks, in which time we are able to commission a care service for them. This allows us to improve a person's health and wellbeing whilst at the same time freeing up hospital beds for people who really need them.

Going forward we will therefore be looking at:

- All Royal London Hospital wards having access to social care staff at weekends
- The possibility of using residential and Extra Care Sheltered Housing on a temporary basis for people who are medically fit to be discharged from hospital but unable to return home.

¹⁵ ASCOF 2C pt2

Supporting more people through our short-term Reablement programme

Our Reablement programme supports people to be as independent as possible. The team includes Social Workers, Occupational Therapists, Nurse Advisors, Independent planners and Reablement officers. They visit people at home for up to six weeks to promote rapid recovery after an episode of illness or other change in circumstances in order to help maximise a person's independence and wellbeing to live safely in their own home.

Last year, 963 people went through our Reablement programme¹⁶. People who have been through the programme consistently give positive feedback, particularly about feeling treated with respect and that their views are listened to¹⁷. In winter 2014 we extended our programme to offer a weekend Reablement service to enable people to leave hospital at this time.

There are around 150 people who receive both Reablement services from adult social care and Rehabilitation services from the NHS. We are using the Better Care Fund to work more closely with health services so that this group experiences better health and wellbeing.

Going forward, our plans for the Reablement programme include:

- Working closely with the NHS to improve the experience of people who need both Reablement and hospital Rehabilitation support. Possible options include having a single point-of-access for people and getting the teams to work in the same place.
- Raise awareness of Reablement for staff who work in the Royal London Hospital.

Offering Telecare to more people

Telecare is a good example of how we are utilising technology to help delay and reduce the need for care and support. Telecare is the name for equipment that provides 'alert' systems for people at home. People can use it to call for help or it can be set to call automatically when required. Examples include systems to alert carers if a person falls over, or out of bed, or needs changing, or is having a seizure. In an emergency or when assistance is required, Telecare clients can press their alarm to summon help. This triggers an alarm call which is received at the Telecare control centre. Telecare staff are then able to communicate with the caller to establish what the problem is and organise the most appropriate help.

Telecare is available to everyone. People have their own reasons for choosing Telecare but the great majority of our clients say that our service gives them and their relative's peace of mind, a feeling of greater security and reduced feelings of isolation. The service also helps to prevent people from having to go into extra care or residential care for as long as possible by supporting them to remain in their own homes.

As of May 2014, over 2,300 people had Telecare, but this figure increases all the time: An average of 65 Telecare or Assistive Technology equipment are installed each month.

¹⁶ Reablement Outcomes Report - TASC Customer Journey Compliant

¹⁷ Reablement User Survey - approximate sample size of 130 users with approximate 25% response rate

This year the Telecare team has particularly focused on ensuring Telecare equipment is installed for people who are in hospital, to enable them to leave hospital without delay.

Going forward, a key priority for the team is to work closely with colleagues in NHS, to explore opportunities for working together.

Developing Assistive Technology

We are increasingly looking at technology to help people to stay as well as possible for as long as possible. Assistive Technology is an umbrella term that includes assistive, adaptive, and rehabilitative devices for people with disabilities. Assistive Technology promotes greater independence by enabling people to perform tasks that they were formerly unable to do, or had great difficulty doing, by utilising technology. Technology such as sensors that detect movement can help people to manage their conditions and to minimise risks to vulnerable people.

The team is relatively new, having been set up in 2012. Part of their work over the past year has therefore been to train and support staff in adult social care so that they have a better understanding of Assistive Technology and its benefit. The team has also worked to expand the range of electronic devices which can be prescribed.

Since the beginning of 2013, 476 requests for Assistive Technology have been made.

Going forward, some of our plans for Assistive Technology include:

- Working with GPs to see if technology can be further utilised to help people take their medication on time.
- Looking at Telehealth devices that can measure health information remotely.
- Looking to expand Assistive Technology to children with disabilities and their carers.

Supporting more people via equipment and adaptations

Equipment to help people manage their daily lives is another way we help people to stay well. Equipment can include minor adaptations such as bannister rails to simple items like raised toilet seats, to more specialist equipment like pressure-relieving mattresses. Equipment and minor adaptations help disabled people to maintain their independence as much as possible, and helps reduce hospital admission.

The demand for support increased last year: In 2013/14 18,800 items of equipment were delivered, marking a 49 per cent increase on the year before.

Over the last year we have continued to offer people more choice over their equipment. People receive a “prescription” for equipment that they can use at one of 26 accredited retailers in the borough. This is a free service to eligible

residents of Tower Hamlets, but people can choose to pay extra for a more bespoke item (for example, in a different finish). Over 14,600 simple aids were provided in this way over 2013/14. Residents who are not eligible for statutory support still have the opportunity to go to a local accredited retailer and buy their own simple items of equipment to help them or someone else.

More recently we have extended the opening of the service to seven days a week so that people who need equipment can get this without delay.

Working together with health services

As mentioned earlier in this Local Account we are trying to strengthen the way we work together with health and other organisations in almost every area, as can see throughout this Local Account.

The Health and Wellbeing Board is leading this integration of care. Over the past year Tower Hamlets Health and Wellbeing Board has been busy overseeing the delivery of the Councils Integrated Care agenda. The strategy for Integration in Tower Hamlets is part of a shared 5 year plan, 'Transforming Services Together', across Tower Hamlets, Newham and Waltham Forest. Each borough within the programme has its own Integrated Care Board reporting to the local Health and Wellbeing Board ensuring the inclusion of local factors within each borough's plans.

In October 2013 the Government announced fourteen pioneering initiatives which would showcase innovative ways to of deliver coordinated. These pioneering initiatives were designed to transform the way health and care is delivered to patients by bringing services closer together than ever before. Tower Hamlets, working alongside Waltham Forest and Newham became part of the "WELC Integrated Care Pioneer". The WELC Pioneer Programme drives the delivery of the Integrated Care Programme within the 5 year 'Transforming Services Together' plan.

Resident Action Point

In last year's Local Account we reported how there is a strong feeling from patients and users of social care that health professionals and social care staff need to work closer together to produce a streamlined approach to care.

A key development overseen by the Health and Wellbeing Board in 2013/14 was the introduction of the Better Care Fund (BCF). The £3.8bn Better Care Fund was announced by the Government in the June 2013 spending round, to ensure a transformation in integrated health and social care. The BCF is one of the most ambitious programmes ever across the NHS and Local Government. It creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services. Using the resources made available through the BCF to enable our Integrated Care Programme our vision for health and care services in Tower Hamlets is of an integrated care system that coordinates care around the patient and delivers care in the most appropriate setting, empowering patients, users and carers. By putting patients/service users in control we aim to unlock greater health benefits for our residents so they can live longer and healthier lives.

The BCF programme of work has just started and we have already begun to explore how we can best utilise the resources made available to us. Tower Hamlets Health and Wellbeing Board have recently signed off on proposals as to how this money can be put to best use. One of the ways we are using the Better Care Fund is to look at how we can work more effectively with health colleagues when it comes to equipment, assistive technology and Telecare. The impact of these kinds of services on carers can often make the difference between being able to continue to provide care to their loved one, or developing needs for health and care support themselves. Carers provide a key service in preventing their loved ones from developing a health condition or slowing the development of a health condition and we have good evidence that carers are more able to continue in their caring roles through provision of Assistive Technology.

Another area of focus is the potential integration of health and social care teams. Community Health Teams are integrated teams comprising of nurses, physiotherapists, occupational therapists, and others. We are looking at these teams joining up with Social Work teams in adult social care. We are currently carrying out a detailed analysis of how these teams could be joined up in practice. The aim is to prevent residents who are at a high risk of health interventions (such as hospital admission) of requiring this. Instead support will be provided in the community, providing care and support closer to home.

Going forward,

- Our work will continue to be aimed at enabling people greater levels of self-management over their conditions to prevent things like hospital or residential care admission. One option being explored is having this type of support in health and social care housed under one "Independent Living Service". This would be more accessible to people and would place a greater emphasis on keeping people well.
- We will come to a decision on how Community Health Teams and Social Work Teams can best integrate. We anticipate improvements being made from 2015/16 onwards.

Changing some of our day-time support for people with a learning disability

We already fund a number of local projects which enable adults with a disability to socialise, learn new skills and improve their wellbeing.

Over the last year, work has been underway to redesign a Centre used by adults with a learning disability. This “Create” service will include a café as a social enterprise and will have a more accessible and dynamic space for training, workshops, IT and movement and arts and crafts.

Helping people to travel independently

Over the last two years we have worked to support adults with a learning disability to use public transport independently. This project initially focused on people with a learning disability who had transport provided by the Council to go college. A number of these people went on “travel training”. This involves a staff member supporting individuals to travel independently. It could be through supporting them to use public transport or help to figure out a walking route. In total 50 of the 71 service users using transport did not need transport services and have now gone through or are completing travel training in order to maximise their independence. Most importantly, people with a learning disability are enjoying the independence the travel training has given them.

Going forward, our plans are to offer this training to everyone in day services who may benefit from this.

Supporting people to stay in the community

We know it is important for people to be as independent as they can. A lot of the support provided through adult social care enables people to stay in their communities and delays or reduces the need to move into a care home. It is to this end that we provided home care to 2545¹⁸ adults in 2013/14. Home care typically involves a care worker visiting someone and helping with things like getting up and going to bed, keeping clean and tidy and eating and drinking properly. Sheltered and extra-care sheltered housing is another example of how we support people to stay in the community. Extra Care Sheltered Housing provides an alternative to a care home in specialist self-contained flats that promote independence and allow individuals to be in control of their lifestyle. There are now six Extra Care Sheltered Housing schemes in Tower Hamlets, providing 214 apartments for rent.

¹⁸ RAP P2f

Resident Action Point

We know that people want to remain as active and independent as possible in their own communities. Last year we said that we would continue to make this a priority. As a result of all the preventative work demonstrated throughout this Local Account we have reduced the number of people placed in residential care over the last four years: In 2010/11, 785 per 100,000 of the population was supported in this way. In 2013/14 this figure was 644 per 100,000 of the population. Our rate of improvement over this period is the third best nationally.

Our 2013/14 result is above the London average of 650 but is lower than the London average of 454 which is largely a result of the variance of need within the local population. One possible explanation for this that in Tower Hamlets we do a very good job at keeping people as independent as possible for as long in possible in their own community. The number of council-supported permanent admissions of adults aged 18-64 to residential and nursing care is 9.2 per 100,000 of the population. This a significant improvement on lasts years figure of 22.2 per 100,000 of the population and is above the national average of 14.4 per 100,000 of the population, the London average of 10.2 per 100,000 of the population, and the inner London average of 11.6 per 100,000 of the population. As a consequence of supporting people in the community for longer our residents generally tend to access

3) Ensuring that people have a positive experience of care and support

We are committed to ensuring that people have a positive experience of adult social care. As stated in the introduction of this Local Account, we were pleased that this year 66 per cent of adult social care users said they were extremely or very satisfied with their care and support services. A further 24 per cent were quite satisfied¹⁹. These satisfaction levels are both higher than the London and England average²⁰, and the highest they have been since we started sending out a yearly 'Service User Survey' four years ago. Last year some of our key activity included:

- Developing information and advice related to adult social care
- Checking the quality of services
- Giving people a choice over the support they receive
- Monitoring people's perceptions of social care staff
- Looking at complaints and putting things right
- Looking at the impact of care and support

More details on each of these is set out below.

Developing information and advice related to adult social care

The importance of information on adult social care that is good quality, clear and easy to find continues to be one of main messages we hear from people who need support from adult social care. People often tell us that they want to know what support is out there and who can get it. People want simple ways of getting information and advice and, when they find it, it needs to be clear and jargon-free.

We have been working on a number of projects over the last few years to try and improve our information and advice. For example

- We set up the First Response team for people who might need support or want to make changes to their support. They can be contacted on 020 7364 5005.
- We fund a number of organisations to provide information and advice. We advise people to contact an organisation called Real if they are not sure where to start. Real can be contacted on 020 7001 2170.
- We have produced a number of publications to try and explain the often complicated world of social care.
- We have been developing an online "e-marketplace" to provide information on the social care services that are out there. This is due to be launched in the next year. We know that not everyone has internet access, so we will be making sure people have other ways of getting this information.

¹⁹ 2013-14 Service User Survey in Tower Hamlets. Based on 1127 responses. A further 6 per cent of respondents answered "neither satisfied or dissatisfied". 4 per cent were dissatisfied.

²⁰ London: 60 per cent are extremely/very satisfied. England: 65 per cent are extremely/very satisfied.

In a recent survey, a quarter of adult social care service users said that information and advice on support, services or benefits is difficult to find. This figure is slightly higher than both the England and London average (19 and 22 per cent respectively) so we know we still have work to do. The majority of service users say they are happy with the information once they have found it (67 per cent).

At the same time, the Care Act which came into law this year, means we now have a legal duty to provide information and advice on adult social care. We know that information and advice can be powerful aids to delaying and reducing the need for care and support, as it enables people to get the right help at an early stage and can stop problems from escalating.

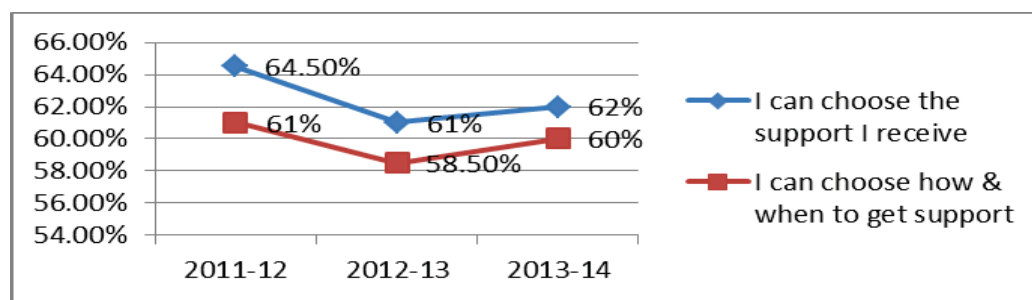
Going forward then and in response to both the Care Act and service user feedback, we are looking again at how we provide information and advice. We are drawing up an “Information Plan” that will set out the changes we plan to make. The plan will be in place by the end of the year, and will be developed in partnership with service users and carers.

Giving people choice over the support they receive

Resident Action Point

Last year residents told us that they would like more information on the services available to them. It is in response to this that we have been busy finalising the e-marketplace and developing the ‘Quality Excellence Framework’ that you can read about in more detail in the sections below.

This year as with previous years, we asked adult social care users in Tower Hamlets about how much choice they feel they have over their care and support. The graph below sets out the results:



We are pleased that the results have improved on last year, but will be doing more work to understand the reasons behind why 12 per cent of service users say they do not have choice over their care and support.

We are currently in the final stages of implementing our ‘eMarketplace’. An eMarketplace is a website, similar to Amazon or eBay for social care, where people can find out about and purchase support services in the local area.

Organisations will be able to advertise their services on this site and eventually people will be able to purchase care through the site. In 2013/14 we got feedback from service users and carers on the eMarketplace, and have developed it with this feedback in mind.

Going forward, we will launch the eMarketplace to enable people to have more choice over their care and support.

Checking the quality of services

As previously noted, the vast majority of support in adult social care is provided by organisations who are funded by the Council. We thoroughly monitor the quality of the support we fund to ensure that people are having a positive experience. Monitoring also enables us to act quickly if things go wrong.

This year, we have continued to monitor the services we fund through our “Quality Excellence Framework”. This includes three-monthly reviews and visits to services from Council staff.

This year we have also started work to help people make decisions on the support that is right for them. People who buy their own care and support using direct payments or their own money often ask for information about how good an organisation is. The Council has lots of information about organisations that we have contracts with. However, there are a lot of organisations in our community doing great work that we don’t know much about. Sometimes they are too small to spend a long time getting a complicated quality mark so it is hard for them to show off how good they are.

Alongside five other east London boroughs (Barking and Dagenham, Havering, Newham, Redbridge, and Waltham Forest) we have therefore designed a quality assurance system for organisations or individuals who wish to offer services to individuals who manage their own care and support arrangements via a direct payment.



Look out for this quality mark which shows that an organisation meets all of our standards

It is also a way for small organisations to get onto our eMarketplace without filling in lots of complicated forms. People can use pictures or videos to show us they meet the standards. We want as many organisations to understand it then there is more choice and variety for you. We are also working with other East London boroughs to make sure we have information not just on organisations in the borough but also organisations on our doorstep.

It is very important to us to develop something useful to yourselves. As a good example, East London residents told us that they would be more likely to use personal assistants if we did the checks they suggested and kept a register.

Going forward, we are developing a code of conduct for Personal Assistants in partnership with the people who employ them. Next year will bring lots of choice and information about Personal Assistants who have been checked out using criteria that you have told us is important to you

Monitoring people's perceptions of social care staff

People who need support and carers continue to highlight the importance of staff who:

- Listen
- Care
- Have empathy
- Treat others with respect

This year as with previous years, the vast majority of service users have told us that they were treated with respect by staff assessing their need for social care. 81 per cent said this in the 2013-14 Service User Survey, whilst 3 per cent felt they were not treated with respect.

In another survey distributed to service users by staff who work for adult social care at the Council, 83 per cent of respondents said they felt their views were listened to and acted on where possible. Two per cent did not feel this way.

Service users, carers and representative organisations such as Healthwatch have told us that health and social care need to work better together, as do teams within social care. For the first time this year, we asked people in the annual Service User Survey about their experiences of this. The results show that 60 per cent of adult social care users feel that their care is co-ordinated well, whilst 14 per cent do not feel this way.

Going forward, our work around the Better Care Fund will continue to address this area which remains a key priority for us in the years ahead.

Looking at complaints and putting things right

We work hard to put things right if things go wrong. Over 2013/14, the Council received 57 formal complaints about adult social care. The number we received this year has decreased by three complaints compared to last year. We received an increased number of "locally resolved concerns" 119 this year compared to 63 last year²¹. These are concerns that people have raised that are dealt with there and then, and are not formerly raised as complaints. We monitor this information as it provides us with a valuable insight into how people are experiencing services. The table below breaks down the number of complaints we received last year.

²¹ Please note this includes two additional months of data compared to last year

Since 2011 the biggest topic of complaint continues to be about “challenging decisions”. Often, these complaints involve people being unhappy with a

Topic	Complaints 2012/13	Complaints 2013/14	Total Locally Resolved Concerns (Jun 2012 - Mar 2013)	Total Locally Resolved Concerns (Apr 2013 - Mar 2014)
Access to services	4	0	0	0
Policy/procedure	1	0	2	0
Service delay/failure	18	14	23	57
Service quality	1	1	22	34
Staff conduct / competence	14	15	8	13
Challenge decision	22	24	5	5
Other	0	3	3	10
Total	60	57	63	119

decision to reduce or end the care and support they receive. A decision like this is made if someone is considered “ineligible” for care and support services

“Service delay/failure” remains the biggest issue raised through “locally resolved concerns” since 2012. This might involve – for example – someone being concerned that a care worker arrived late for a visit. Our commissioning staff are closely working with homecare agency to ensure that care workers keep an accurate log of arrival and leaving times.

Going forward, we will continue to monitor complaints. We will make sure that complaints are addressed on both an individual and department-wide level as appropriate, and that we learn from them.

Looking at the impact of care and support

One of the key positive things service users have told us over the last year is how care and support services are impacting on their lives. 2013-14 Service User Survey respondents say care and support improves their quality of life, helps them feel in control, helps them to feel safe and helps them be as independent as possible. Tower Hamlets has improved over time across each of these areas, and the results for this year are higher than both London and England averages. The following table provides more detail on this:

This year, 64 per cent of service users in the 2013/14 Service User Survey said respondents said they feel “as safe as they want”, an increase of six percentage points on last year and one of the biggest single areas of improvement. This compares with an England average of 66 per cent and a London average of 63 per cent²³. 70 per cent said they had enough control over their daily lives. These results are the highest we have had for three years.

Help to...	2011-12	2012-13	2013-14
Have a better quality of life – LBTH	n/a	91%	92.5%
Have a better quality of life – London	n/a	87%	88%
Have a better quality of life – England	n/a	89%	90%
To feel safe – LBTH	n/a	85%	86%
To feel safe – London	n/a	74%	77%
To feel safe – England	n/a	78%	79%
More control over daily life – LBTH	83%	87%	89%
More control over daily life – London	82%	83%	84%
More control over daily life – England	85%	85%	87%
To be as independent as possible – LBTH ²²	78%	78%	81%

Going forward, we look forward to continuing our success in these areas.

²² This question has only been asked in Tower Hamlets so no benchmarking data is available

²³ 2013-14 Service User Survey

4) Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

One of the core functions of adult social care is to safeguard vulnerable adults from abuse and avoidable harm. Last year as in previous years, we have worked hard on this issue. Some of our key activity included:

- Raising awareness of adult abuse
- Analysing who is raising concerns and experiencing abuse
- Analysing safeguarding information

More details on each of these is set out below

Raising awareness of adult abuse

Last year, we published an article on adult abuse and safeguarding in the local paper. Alongside this we continued our ongoing work to raise awareness about adult abuse and safeguarding.

The Council receives a comparatively high volume of safeguarding alerts (many of which were received from sources other social care and health staff). Whilst this might appear worrying, we have reason to believe it demonstrates that there is good awareness of safeguarding procedures in the local community.

We received 525 initial safeguarding contacts in 2013 -14, this is a slight drop on the previous year safeguarding contacts, but is above the London average of 493 referrals for the same period. Again, whilst this initially appears worrying, we think it demonstrates that the wider community understand that abuse is not acceptable.

Going forward, we intend to publish more articles emphasising that men can be abused too as there is a general concern that abuse against men may be hidden. We will also improve how we engage with the public to raise general awareness of safeguarding. Likewise, we will work with colleagues in the Council and beyond to ensure they know their responsibilities in relation to safeguarding. We will develop a training plan on this issue across partner agencies in Tower Hamlets with this in mind.

Analysing who is raising concerns and experiencing abuse

Each year we carry out detailed analysis of who is raising concerns about safeguarding and who experiences abuse. This enables us to see if there is a section of the community we need to work more closely with.

Here is a summary of what we have found out for Tower Hamlets:

- 60 per cent of alleged victims of abuse are female. This reflects the England average.
- White ethnic groups are slightly over-represented as subjects of referrals at 60.4% compared to being 45% of population (based on 2011 census). Asian ethnic groups are underrepresented when compared to population statistics – only 25.5% of referrals come from this group whilst they make up 41% of population locally.
- 89 per cent of safeguarding referrals are amongst individuals already 'known to the Local Authority', which usually means they are in receipt of services or are eligible for services under the Community Care Act.
- The highest proportion of safeguarding referrals are made in relation to people who have physical disabilities (53.8 per cent), this is line with the England average of 50.7
- In 2013-14, Tower Hamlets appeared to have a slightly lower proportion of referrals amongst Mental Health Clients (18.3 per cent) compared to an England average of 24.4 per cent.

Analysing safeguarding information

Each year we also carry out detailed analysis of safeguarding cases. As in the previous section, it enables us to see if there is specific action we need to take to prevent or tackle adult abuse.

Here is a summary of what we have found out for Tower Hamlets:

- The highest proportion of completed safeguarding referrals last year for Tower Hamlets identified 'neglect or act of omission' as the largest type of reported abuse, is consistent with the England average.
- In 2013-14 there was a higher proportion of 'financial abuse' (24.7 per cent) reported in this borough than the England average (18.3 per cent).
- The majority of safeguarding issues take place in the alleged victims own home. The figure is 63.2 per cent in Tower Hamlets, which is higher than the England average of 42 per cent.
- 54 per cent of individuals or organisations believed to be the source of risk are known to the alleged victim. 23 per cent are allegedly perpetrated by those providing social care and support.
- 36.4 per cent of safeguarding cases cannot be substantiated, as the alleged types of abuse are either unfounded or disproved. This is higher than the England average of 30.2 per cent and the London average of 34.5 per cent and work will be undertaken to understand this.
- 76 per cent of individuals were assessed as 'not lacking capacity' and thus able to make decisions in the safeguarding process. For those individuals identified as 'lacking capacity', 82 per cent were effectively provided with support or were represented by an advocate, family member or friend.

Going forward, we will:

- Look at further publicising the issue of financial abuse to ensure people are safe around this issue and possibly training for staff.

- Develop a better understanding as to why 36.4 per cent of completed referrals resulted in 'no further action required under safeguarding.
- Develop a better understanding of why our performance is lower than the London and England averages when it comes to the number of allegations concluded as either fully or partially substantiated.

Improving safeguarding

We have improved safeguarding practice in Tower Hamlets in a number of ways over the last year. Below are some examples:

- We have improved our performance around Deprivation of Liberty Safeguards. The Deprivation of Liberty Safeguards (DoLS) are part of the Mental Capacity Act 2005. They aim to make sure that people in care homes, hospitals and supported living are looked after in a way that does not inappropriately restrict their freedom. The safeguards should ensure that a care home, hospital or supported living arrangement only deprives someone of their liberty in a safe and correct way, and that this is only done when it is in the best interests of the person and there is no other way to look after them. The requests for authorisations to deprive somebody of their liberty if their wellbeing is at risk increased from 12 to 28, which is a significant improvement from the previous two years. On 19 March, the Supreme Court published its judgment in the case of P v Cheshire West and Chester Council and P and Q v Surrey County Council. This judgment clarified the test and definition for Deprivation of Liberty for adults who lack capacity to make decisions about whether to be accommodated in care. This means that a much greater number of service users and patients will now be subject to a deprivation of liberty and will come under the protection of the DOLS procedure.
- The Safeguarding Adults Board continues to do good work. Linked to this Board are sub-groups on Good Practice and Training, Quality Assurance and Performance and a Champions Group. These sub-groups have contributed to the work of the Board and supported improvements in safeguarding in the borough.

Going forward, our priority is to meet some of the wider national changes happening in safeguarding. This means:

- Reviewing our Safeguarding Adults Board to make sure it meets the requirements of the Care Act
- Including self-neglect and hoarding under safeguarding and deciding when action needs to be taken in relation to this
- Changing the way we work with victims of abuse to ensure they are at the centre of any investigation and the support they receive.
- Comply with the Supreme Court judgement and guidance in relation to Deprivation of Liberty and ensure our practice is under pinned by the revised Mental Capacity Act Code of Practice

In addition, we will continue to work to improve our performance and work closely with other organisations to prevent and tackle adult abuse.

Appendix 1 – Glossary

Advocacy	Support to help a person say what they want, secure their rights and represent their interests.
Assistive technology	Products or equipment that help people to carry out daily tasks and stay safe.
Audit	Inspecting work to see whether it is being carried out properly.
Benefit Cap	A limit on the amount of money someone can receive in benefits.
Better Care Fund	BCF is a nationally pooled £3.8 billion budget that shifts resources into social care and community services for the benefit of the NHS and local government
Block contracts	A contract to say an organisation will provide a large number (or “block”) of services.
Carers	Support or “look after” a friend or family member who needs help.
Clinical Commissioning Group	Group of GPs who decide on a lot of local health services.
Commissioning	Funding other organisations to provide social care on our behalf.
Community Virtual Ward	Getting support from a range of health professionals without being admitted to hospital.
Direct payment	Money paid directly into someone’s bank account.
Electronic Home Care Monitoring	A way to record when a Care Worker starts and ends their shift when caring for someone at home.
e-marketplace	An online catalogue, showing what support people could buy with a personal budget.
Equipment	Things like an alarm or a bath seat. Equipment helps people stay safe and carry out tasks like washing and cooking.
Extra-care sheltered housing	Housing (e.g. a block of flats) where residents each have their own flat but get support from social care staff with daily tasks.
Fair Access to Care Services Criteria	The main criteria we use to decide who can get social care.
Family Wellbeing Model	Looking at the needs of a whole family (e.g. parents and children) rather than just one family member.
Financial inclusion	Everyone being able to get the most from their money and avoiding charges or fees.
Financial inclusion strategy	A plan saying how we will help people get the most from their money and avoid fees and charges.
First Response service	The first point-of-contact for any adult social care queries or concerns.
Framework Agreement	A list of approved organisations we can fund to provide adult social care on our behalf.
Health and Wellbeing Board	The Board is there to drive forward plans to improve health and wellbeing in Tower Hamlets.
Health and Wellbeing Strategy	The plan lays out how the Council and other organisations will improve health and wellbeing.
HealthWatch	A group of local residents who give their views and

	try to improve health and social care. HealthWatch took over from “THINK” in 2013.
Housing-related support	Support to help someone to be independent, linked to where they live. Homeless hostels, women’s refuges and sheltered housing are all examples.
Independence plans	A plan in the “Reablement” service, saying what changes a person would like to see as a result of getting support.
Joint Strategic Needs Assessment	Research into the current and future health and wellbeing of Tower Hamlets residents.
Link Age Plus	Centres offering information, advice, activities and support to older people.
Local Housing Allowance	A way of working out Housing Benefit for people who rent from a private landlord.
Long-term condition	A long-term health problem, such as asthma or diabetes.
NHS East London Foundation Trust	Part of the NHS, running things like mental health services.
NHS Barts Health Trust	Part of the NHS, running things like the Royal London Hospital.
Outcomes	The changes, benefits or other results that happen as a result of getting support from social care.
Personal budget	An amount of money from the Council to buy social care.
Personalisation	A person who needs social care having more choice and control over their lives and the support they get.
Procurement	The process of purchasing or buying something.
Provider	An organisation we fund or “commission” to provide adult social care on our behalf.
Public health	Public health looks at how to improve the overall health and wellbeing of a population, rather than individuals.
Reablement	A short-term programme of support designed to help people regain their confidence and independence.
Recovery	A way of dealing with mental health problems, aimed at improving a person’s health and quality of life.
Respite	A temporary rest period. Respite care is normally a temporary break for carers of the ill or disabled.
Safeguarding	Protecting people who are vulnerable from harm or abuse.
Self-directed support	Support that a person chooses, organises and controls to meet their needs in a way that suits them.
Sensory impairment	A sight or hearing problem.
Social care assessment	An assessment is looks at what support a person needs. FACS Criteria is used to decide whether someone is eligible to get support from social care.
Supporting People	A government programme helping vulnerable people live independently and keep their social housing tenancies.
Support package review	A review to check if a person’s need for support has changed, and to see the support they are getting is

	still right for them.
Support planning	Laying out the support a person will get and what changes they want to see as a result.
Transitions	Moving from children's social services to adult's social services.

Appendix 2 – Key 2013/14 Referrals Assessments and Packages of Care (RAP)

In Tower Hamlets last year:

- 4660 people received adult social care services, which is consistent with the level from the previous year
- 6855 people contacted Tower Hamlets Council's adult social care services for help or advice, a 15per cent increase on the previous year
- 2830 new service users had an assessment of their needs, a 25per cent increase on the previous year
- 2965 existing service users' received a review of their care needs, a 2per cent increase on the previous year
- 1250 Carers received care and support services, an 11per cent increase on the previous year
- 1425 Carers received a carers assessment, a 9per cent decrease on the previous year.

Appendix 3 – Adult Social Care Outcomes Framework (ASCOF) Measures


		2013-14 Outcome Measures				2012-13 Outcome Measures				
		Tower Hamlets	Inner London	London	England	Tower Hamlets	Inner London	London	England	
	Number of respondents who answered all eight questions	1,030	6,665	14,775	65235	815	5,335	12,685	60,410	ASCS - questions 3a to 9a and 11
Page 326	The sum of the scores for all respondents who answered all eight questions divided by the number of respondents who answered all eight questions	18.5	18.4	18.5	19.0	18.0	18.1	18.3	18.8	<i>* Outcome is a weighted value</i>
	Proportion of respondents who felt they had control over their daily life	69.9	71.8	72.4	76.8	68.8	70.8	70.9	76.1	<i>* Outcome is a weighted value</i>
1C(1)	Number of clients and carers receiving self-directed support in the year to 31 March as a percentage of clients receiving community-based services and carers receiving carer specific services <i>(aged 18 and over)</i>	55.0	65.6	67.5	61.9	52.6	60.3	63.9	56.2	
1C(2)	Number of users and carers receiving direct payments in the year to 31 March as a percentage of clients receiving community-based services and carers receiving carer specific services <i>(aged 18 and over)</i>	21.6	23.9	22.6	19.1	23.4	21.3	19.5	16.8	
1D	The sum of the scores for all respondents who answered all six questions divided by the number of respondents who answered all six questions	7.3	7.5	7.7	8.1	Please note this information is reported biannually and as such data is not available for

											2013/4
1E	Working age learning disabled clients known to CASSRs in paid employment as a percentage of working age learning disabled clients known to CASSRs in the year to 31 March <i>(aged 18 to 64)</i>	6.2	6.7	8.8	6.7	7.9	7.3	9.1	7.0		
1F	Working age adults who are receiving secondary mental health services and who are on the Care Programme Approach recorded as being employed as a percentage of working age adults who are receiving secondary mental health services and who were on the Care Programme Approach <i>(aged 18 to 69)</i>	5.7	5.0	5.4	7.0	6.8	5.8	6.9	8.8		
1G	Working-age learning disabled clients who are living in their own home or with their family as a percentage of working-age learning disabled clients <i>(aged 18 to 64)</i>	63.7	70.9	68.6	74.9	60.5	69.5	68.1	73.5		
Page 327	Adults who are receiving secondary mental health services on the Care Programme Approach recorded as living independently , with or without support as a percentage of adults who are receiving secondary mental health services and who are on the Care Programme Approach <i>(aged 18 to 69)</i>	90.5	77.5	78.6	60.8	86.4	78.1	79.4	58.5		
1I1	Number of respondents who answered 'I have as much social contact as I want with people I like' as a percentage of all respondents to ASCS question 8a	38.9	40.1	40.7	44.5	N/A	N/A	N/A	N/A		<i>* 2013-14 Outcome is a weighted value, Previously combined from ASCS and CS; not comparable with latest performance</i>
1I2	Number of respondents who answered "I have as much social contact I want with people I like" as a percentage of all respondents to CS question 11	N/A	N/A	N/A	N/A		

2A(1)	Number of council-supported permanent admissions of younger adults to residential and nursing care divided by the size of the younger adult population in the area multiplied by 100,000 (<i>aged 18 to 64</i>)	9.2	11.6	10.2	14.4	22.2	11.6	10.6	15.0
2A(2)	Number of council-supported permanent admissions of older people to residential and nursing care divided by the size of the older people population in the area multiplied by 100,000 (<i>aged 65 and over</i>)	644.2	545.2	454.0	650.6	654.7	564.3	478.2	697.2
2B(1)	Proportion of older people (<i>aged 65 and over</i>) discharged from acute or community hospitals to their own home or to a residential or nursing care home or extra care housing for rehabilitation, with a clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting), who are at home or in extra care housing or an adult placement scheme setting 91 days after the date of their discharge from hospital.	80.4	92.9	88.1	82.5	81.8	89.3	85.3	81.4
2B(2)	Number of older people (<i>aged 65 and over</i>) discharged from acute or community hospitals from hospital to their own home or to a residential or nursing care home or extra care housing for rehabilitation, with the clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting) as a percentage of the total number of people (<i>aged 65 and over</i>) discharged alive from hospitals in England between 1st October and 31st December. This includes all specialities and zero-length stays	3.5	7.2	5.0	3.3	2.7	5.1	4.5	3.2
2C(1)	Average number of delayed transfers of care on a particular day taken over the year divided by the size of the adult population in the area (<i>aged 18 and over</i>) multiplied by 100,000	5.7	6.8	6.8	9.6	7.9	6.2	6.9	9.4
2C(2)	Average number of delayed transfers of care on a particular day taken over the year that are attributable to social care or jointly to social care and the NHS divided by the size of the adult population in the area (<i>aged 18 and over</i>) multiplied by 100,000	1.5	2.8	2.3	3.1	2.3	2.5	2.6	3.2

3A	Total number of respondents to question 1 as a percentage of those respondents who answered 'I am extremely satisfied' or 'I am very satisfied' or 'I am very happy with the way staff help me, it's really good'	65.8	60.0	60.3	64.8	61.1	59.5	59.3	64.1	<i>* Outcome is a weighted value</i>
3B	Respondents who answered 'I am extremely satisfied' or 'I am very satisfied' as a percentage of all respondents to the question excluding those who answered 'We haven't received any support or services from Social Services in the last 12 months'	28.4	34.6	35.2	42.7	Please note this information is reported biannually and as such data is not available for 2013/4
Page 329	Respondents who answered 'I always felt involved or consulted' or 'I usually felt involved or consulted' as a percentage of all respondents to question 15 excluding those who answered 'There have been no discussions that I am aware of, in the last 12 months'	63.4	65.8	65.9	72.9	Please note this information is reported biannually and as such data is not available for 2013/4
3D1	Number of respondents who answered "Very easy to find" and "Fairly easy to find" as a percentage of all respondents to question 12 (excluding those who answered "I've never tried to find information or advice")	71.1	73.0	72.8	74.5	67.5	68.9	68.3	71.4	<i>* 2013-14 Outcome is a weighted value, 2012-13 is</i>
3D2	Number of respondents who answered "Very easy to find" or "Fairly easy to find" as a percentage of all respondents to question 13 (excluding those who answered "I have not tried to find information or advice in the last 12 months").					<i>average of the two ASCS and CS outcomes ; not comparable with latest</i>

										<i>performance</i>
4A	Respondents who answered 'I feel as safe as I want' as a percentage of all respondents to question 7a	63.5	60.9	62.8	66.0	58.3	58.7	60.5	65.1	<i>* Outcome is a weighted value</i>
4B	Respondents who answered 'Yes' as a percentage of all respondents to question 7b	86.5	75.0	76.8	79.1	84.9	74.6	73.9	78.1	<i>* Outcome is a weighted value</i>

Cabinet 8 April 2015	 TOWER HAMLETS
Report of: Louise Russell, Service Head – Corporate Strategy and Equality	Classification: Unrestricted
Strategic Plan and Single Equality Framework 2015/16	

Lead Member	Cllr Aminur Khan (Cabinet Member for Strategy, Policy and Performance)
Wards affected	All Wards
Community Plan Theme	All
Key Decision?	Yes

1 **SUMMARY**

This report presents the draft Strategic Plan 2015/16 and Single Equality Framework 2015/16.

2 **RECOMMENDATIONS**

The Mayor in Cabinet is recommended to:

1. Approve the draft Strategic Plan (appendices 1 and 2)
2. Approve the draft Single Equality Framework (appendix 3)

3. **REASONS FOR THE DECISIONS**

3.1 The Strategic Plan outlines the council's key priorities for the year alongside the more detailed actions that will support their delivery. The plan also sets out the strategic performance measures with which we track our progress.

3.2 The Single Equality Framework (SEF) sets out the Council's framework for tackling inequality and promoting cohesion. We have integrated the equality objectives of the SEF into the Strategic Plan, ensuring that a focus on tackling inequality informs the strategic direction of the council. It also enables us to demonstrate that we are meeting the requirements of the Public Sector Equality Duty to

prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty.

4. ALTERNATIVE OPTIONS

- 4.1 The Mayor in Cabinet may choose not to agree a Strategic Plan or Single Equality Framework. This course of action is not recommended as there would be a significant planning gap: the Strategic Plan and SEF are key elements of the council's business planning arrangements. In addition, the council's priorities for the year would not be articulated and the key supporting activities and performance measures would not be agreed for monitoring.
- 4.2 The Mayor in Cabinet may choose to amend the Strategic Plan or Single Equality Framework prior to approval. If he wishes to amend the Plan or SEF, regard would need to be given to the Council's medium term financial plan, with which they are aligned, as well as any impact arising from the changes.

5 BACKGROUND

Strategic Plan

- 5.1 The Strategic Plan sets out the Council's priorities and key activities for 2015/16 alongside the strategic measures with which we will track our progress. At January Cabinet, Members agreed the Outline Strategic Plan 2015/16 (appendix 1) which included the narrative, strategic priorities and high-level activities as part of the Medium Term Financial Plan Report. Since then, Directorates have reviewed and updated their activities, developed the accompanying milestones and confirmed their strategic performance measures (appendix 2).
- 5.2 Whilst the Council's priorities and strategic performance measures remain largely the same as in 2014/15, there are a significant number of changes to the key activities. This includes a number of new initiatives to reflect key priority areas such as:
- Delivering a programme of new-build Council housing
 - Delivering the Whitechapel Vision and increasing the pace of regeneration in Poplar
 - Refreshing the borough's Local Plan
 - Commencing the Isle of Dogs Opportunity Area Planning Framework (OAPF)
 - Ensuring integrated local support for the roll out of Universal Credit

- Implementing the Digital Inclusion Strategy
- Developing opportunities for growth and sustainability in local commercial districts
- Embedding the provisions of the Children and Families Act to support children with special educational needs
- Improving identification of, and response to, victims of Child Sexual Exploitation.

Single Equality Framework (SEF)

- 5.3 The SEF is the Council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. It provides the strategic direction for the Council's work on equality. It embraces the principles of the Equality Act 2010 and Public Sector Equality Duty (PSED), and sets out the organisation's strategic equality priorities. The Strategic Plan and SEF were informed by the Borough Equality Assessment (BEA), which summarises what is known about age, disability, gender, race, religion/belief and sexual orientation inequality in the borough.
- 5.4 The Council has developed a set of equality performance measures to help monitor progress against our equality priorities; these are incorporated in to the Strategic Plan and SEF 2015/16. These include existing performance measures that relate to equality and indicators which will be disaggregated by specific equality strands where there is a need to narrow the gap in terms of outcomes for specific groups.
- 5.5 Following approval of the 2015/16 Strategic Plan and SEF, targets for performance measures will be developed, informed by year-end outturns.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The Strategic Plan and Single Equality Framework are core planning documents; this report sets out the actions planned for the period 2015/16. The documents provide a framework for allocating and directing financial resources to priorities for 2015/16.
- 6.2 In the event that during the implementation of individual projects and schemes throughout the year financial implications arise outside the current budget provision, officers are obliged to seek the appropriate financial approval before further financial commitments are made. This report has no other financial implications.

7. **LEGAL COMMENTS**

- 7.1 The Strategic Plan and Single Equality Framework are closely aligned with the Community Plan, which sets out the council's sustainable community strategy within the meaning of section 4 of the Local Government Act 2000. The Strategic Plan specifies how the Council will prioritise delivery of its functions and thus ranges across the Council's statutory powers and duties. The proposed actions are capable of being carried out lawfully and it will be for officers to ensure that this is the case.
- 7.2 Section 3 of the Local Government Act 1999 requires best value authorities, including the Council, to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The development of the actions in the Strategic Plan, together with their delivery and subsequent monitoring will contribute to the way in which the best value duty can be fulfilled. Monitoring reports to members and actions arising from those reports will help to demonstrate that the Council has undertaken activity to satisfy the statutory duty.
- 7.3 The Council is subject to a duty under section 149 of the Equality Act to have due regard in the exercise of its functions 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).
- 7.4 The Equality Act 2010 (Specific Duties) Regulations 2011 Regulations issued pursuant to the Equality Act require the Council to publish information at least annually to demonstrate compliance with the general duty. The Council is also required by the Equality Act 2010 (Specific Duties) Regulations 2011 to prepare and publish one or more objectives which it thinks it should achieve in order to: eliminate discriminate and harassment; advance equality of opportunity; and foster good relations between different groups. The objectives must be specific and measurable. The Council has an ongoing duty to review and publish its objectives at intervals of not greater than four years, beginning with the date of last publication.

- 7.5 The Equality and Human Rights Commission has published guidance in relation to the public sector equality duty. This includes specific guidance on the purpose of equality objectives and how to go about setting them. Whilst the Council is not legally obliged to follow the EHRC guidance, it sets out good practice for authorities to follow. Without attempting to repeat the whole of the guidance, some key elements are –
- Proportionality. The number of objectives and the level of ambition should reflect the Council’s size and diversity of functions.
 - Business planning. The objectives should be seen as part of the Council’s business plan and as supporting its delivery.
 - Engagement. The Council should engage with the public, the voluntary sector and staff when setting objectives and should make full use of available equality data.
- 7.6 The objectives proposed in the Single Equality Framework appear to have been prepared in accordance with the EHRC guidance.

8. ONE TOWER HAMLETS CONSIDERATIONS

- 8.1 The Strategic Plan 2015/16 incorporates the council’s Single Equality Framework equality objectives, ensuring that a focus on tackling inequality informs the strategic direction of the council. This approach enables us to demonstrate how we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty: to eliminate discrimination, advance equality of opportunity, and foster good relations between different people.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 The Strategic Plan includes a focus on action for a greener environment. This includes specific actions to protect our environment, improve parks and open spaces and support local sustainable transport.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 The Strategic Plan provides a strategic framework for other strategies and plans. Risks relating to the achievement of its objectives are therefore monitored through the council’s corporate risk register and directorate risk registers. Risks are assessed for likelihood and

impact, and have responsible owners and programmes of mitigating actions.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 The Strategic Plan and SEF have a strong focus on community safety. The key priorities, activities, milestones and measures are set out within the Safe and Cohesive theme.

12. EFFICIENCY STATEMENT

12.1 The Strategic Plan highlights the current financial context which includes significantly reduced funding for the council. The plan sets out a range of activities to support efficiency and value for money. Progress against the performance measures in the Strategic Plan is reported to Overview and Scrutiny and Cabinet, alongside the Council's budget monitoring, on a quarterly basis.

Appendices:

- Strategic Plan (appendices 1 and 2)
- Single Equality Framework (appendix 3)

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

- None



Strategic Plan 2015/16

A Message from the Mayor

I am pleased to present the Council's Strategic Plan for 2015/16. This plan incorporates delivery on my manifesto commitments, and sets out our key priorities for the year and the major activities to deliver them.

I remain ambitious for Tower Hamlets at a time of significant financial challenge. The Council has delivered over £100 million of savings since 2010/11 whilst protecting frontline services and this Strategic Plan aims to continue to support residents and help protect them from ongoing central government funding reductions.

We have strong ambitions to build more affordable housing, continue to improve our education results, support more people into work and make the borough cleaner, greener and safer. The Strategic Plan sets out how we will achieve our ambitions and track our progress.

Despite the challenges we face, I am sure that the council can continue to support our residents and reduce the inequalities that we see around us. The Strategic Plan incorporates our Single Equality Framework objectives which set out the council's approach to tackling inequality and promoting cohesion.

I also recognise the financial difficulties that many households in Tower Hamlets face, which is why we've frozen council tax again, are supporting free school meals for primary pupils and are delivering the Mayor's Education Allowance and Higher Education Award.

Lutfur Rahman
Mayor of Tower Hamlets

Introduction: the 2015/16 context

This outline Strategic Plan describes the council's overall aims, objectives and the outcomes we want to deliver. The Strategic Plan action plan details the milestones planned in 2015/16 to achieve those outcomes.

The Strategic Plan is informed by the Mayor's key priorities including:

- Housing and Regeneration;
- Jobs and Local Economy;
- Cost of Living;
- Young People and Schools;
- Older People and Health;
- Community Safety and Community Cohesion;
- Environment and Public Realm; and
- Arts, Heritage, Leisure and Culture.

The Strategic Plan 2015/16 takes into account the continued impact of the government's reductions in funding to local authorities. A key area of focus in 2015/16 will be the continued work to design and deliver savings that will be required in future years. The council continues to prioritise front-line services.

National Context

The Coalition Government is continuing to implement significant changes to the services which our local residents rely on. This includes:

- Significant reform of welfare – a key focus for the government in 2015/16 will be implementation of Universal Credit.
- New expectations and requirements, for example in relation to supporting carers and children with special educational needs.
- A reduction in local authority remit in key areas, such as education, with the continuing encouragement of free schools and academies.

The outcome of the national general election, scheduled for 7th May 2015, and subsequent government policy is likely to have a significant impact on the context within which the council operates.

Council Finances

The prolonged real term reduction in public spending faced by local authorities has been a continuing challenge for the council. The 2013 Spending Review and subsequent statements from the Office for Budget Responsibility have seen extensive and ongoing reductions in central government funding - both revenue and capital. The council has already made good progress in achieving savings, however further cuts now mean that there is a budget reduction of approximately £70 million to achieve in the next three years. The protection of the quality of front line services is a fundamental principle for the Mayor and council.

Population growth and change

The estimated resident population of Tower Hamlets is 272,000. Over recent years, the borough has seen the highest population growth in the country.

Tower Hamlets remains a relatively young borough, with almost half of the recent population rise concentrated in the 25-34 age range. The profile of the borough is one of increasing diversity, with 43% of the population born outside of the UK. There are sizeable Bangladeshi (32%) and White British communities (31%) and an increasing number of smaller ethnic groups in the resident population.

Employment and the economy

Tower Hamlets is one of the highest economic and employment growth areas in the country. There are already over 253,000 jobs in the borough: equating to 1.3 jobs for every working age resident. The economy has important financial, communication and retail sectors with 81% of all employment in the borough based in Canary Wharf and the City Fringe.

Supporting residents to benefit from the borough's strong economy is still a key challenge. Only 15% of jobs within the borough are taken by local people. Although the borough's employment rate was recently recorded at its highest ever level, it remains below the London average. Effective employment services, to support more local residents to gain the necessary skills and access London-wide opportunities, will be central to maintaining the upward trend.

Work with local business, including small and medium enterprises (SMEs), to create growth remains an important priority. This will be supported by a range of measures including business engagement events, town centre development, marketing campaigns and local procurement initiatives.

Education

Outcomes for local children and young people are good; local Key Stage 2 and GCSE results are now consistently above national averages. The Mayor's Education Award has helped more young people continue in further and higher education, and A-Level grades are getting better year-on-year. The Children and Families Act is now in force, which includes a focus on support to children with special educational needs.

Housing and Environment

A fast growing population, low income levels for many households and high house prices makes housing a key local challenge. The borough has a strong track record of building large numbers of affordable homes for residents – amongst the best in the country.

Despite this, housing need and demand continue to increase. For example, there are around 19,810 households on the housing waiting list with over 7,500 of these overcrowded. On average around 2,200 properties become available each year.

In addition, the Government's welfare reform changes are really taking effect. Many households have had their income reduced and there has been a rise in residents seeking advice: both to understand how the changes will affect them, and to get support in mitigating the impact of the reforms.

The development industry is continuing to submit proposals to redevelop in the borough. The Tower Hamlets Local Plan sets out the extensive physical renewal that is planned to meet the needs of the growing population. From 2015, the Community Infrastructure Levy (CIL) will detail how the supporting infrastructure required will be paid for including funding from development.

Health and Care

Despite strong progress in recent years, improving healthy life outcomes for residents remains a key priority in the Strategic Plan. Eight out of ten residents report that their health is good or very good; however, the proportion citing poor health is the fourth highest in London.

Health inequalities begin early and Tower Hamlets has one of the highest rates of childhood obesity in the country. The integration of public health functions into the council has provided a strong platform for further health improvements across all ages.

Social care is a strong local and national priority. In recent years, Tower Hamlets has focused on safeguarding and transforming social care services by giving users more choice and control. Nationally, the Care Act sets out a number of significant changes the council will need to focus upon including reform of how support is accessed and funded. Work to support the further integration of health and care locally will be taken forward by the Health and Wellbeing Board.

Inequality and fairness

Underpinning the objectives of the Strategic Plan is the theme of One Tower Hamlets – reducing inequality, fostering community cohesion and supporting strong local leadership.

The effects of the economic downturn, coupled with the loss of funding for many public services, means that the council is operating in an environment in which there are risks that inequality will grow rather than reduce in the borough.

There has been significant progress in delivering the actions identified by the borough's Fairness Commission, including in addressing the 'poverty premium' in Tower Hamlets. The learning and research developed through the Commission has also informed the development of the borough's Community Plan.

Single Equality Framework

The Strategic Plan incorporates the council's Single Equality Framework (SEF) priorities. The SEF sets out the council framework for tackling inequality and promoting cohesion. SEF Equality Objectives are highlighted with a * in this document.

The council has identified a set of equality performance measures to help track performance against our equality objectives for 2015/16. These include existing performance measures that relate to equality and indicators which will be disaggregated by specific equality strands where we need to narrow the gap in terms of outcomes for specific groups. This approach demonstrates that we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty. The SEF measures are also highlighted with an *.

Best Value Inspection

During 2014/15, a Best Value Inspection of the Council was undertaken at the request of the Secretary of State for Communities and Local Government. A key focus in 2015/16 will be responding to the inspection's findings, including implementing the Best Value Strategy and Action Plan agreed with the Secretary of State's appointed commissioners. A number of the activities with the Best Value Action Plan are reflected in the Strategic Plan's Action Plan.

From vision to performance

The Mayor and our partners have a clear vision for the borough *to improve the quality of life for everyone living and working in Tower Hamlets*. It is a vision that has been agreed by partners in the Tower Hamlets Partnership.

As part of this vision the Mayor developed a set of pledges which are articulated through the **Five Themes** of the Community Plan:

A Great Place to Live - Tower Hamlets will be a place where people live in quality affordable housing, located in clean and safe neighbourhoods served by well-connected and easy to access services and community facilities.

A Prosperous Community - Tower Hamlets will be a place where everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential through education and vibrant local enterprise.

A Safe and Cohesive Community - Tower Hamlets will be a safer place where people feel safer, get on better together and difference is not seen as threat but a core strength of the borough.

A Healthy and Supportive Community - Tower Hamlets will be a place where people are supported to live healthier, more independent lives and the risk of harm and neglect to vulnerable children and adults is reduced.

One Tower Hamlets – Tower Hamlets will be a place where everyone feels they have an equal stake and status. We are committed to reducing inequalities, supporting cohesion and providing strong community leadership.

Strategic Priorities

Sitting underneath the Strategic Plan's five themes are the council's strategic priorities. These priorities set out more explicitly the organisation's key objectives for the next year.

A Great Place to Live

- 1.1: Provide good quality affordable housing
- 1.2: Maintain and improve the quality of housing
- 1.3: Improve the local environment and public realm
- 1.4: Provide effective local services and facilities
- 1.5: Improve local transport links and connectivity
- 1.6: Develop stronger communities

A Prosperous Community

- 2.1: Improve educational aspiration and attainment
- 2.2: Support more people into work
- 2.3: Manage the impact of welfare reform on local residents
- 2.4: Foster enterprise and entrepreneurship

A Safe and Cohesive Community

- 3.1: Focus on crime and anti-social behaviour
- 3.2: Reduce fear of crime
- 3.3: Foster greater community cohesion

A Healthy and Supportive Community

- 4.1: Reduce health inequalities and promote healthy lifestyles
- 4.2: Enable people to live independently
- 4.3: Provide excellent primary and community care
- 4.4: Keep vulnerable children, adults and families' safer, minimising harm and neglect

One Tower Hamlets

- 5.1: Reduce inequalities
- 5.2: Work efficiently and effectively as One Council

Key Activities and Initiatives

The next section of this plan sets out the key activities and initiatives proposed in 2015/16 to enable us to deliver our vision and strategic priorities. The Strategic Plan Action Plan sets out further detail on these activities, including the more specific milestones planned in 2015/16.

A Great Place to Live

A Great Place to Live reflects the Council's continuing ambition to make Tower Hamlets a place where people are proud to live, work and visit.

In 2015/16 we will endeavour to maximise the number of new affordable homes delivered, increase the number of existing homes that meet the Decent Homes Standard and tackle fuel poverty. We will also continue to focus on securing transparent service charges for leaseholders and ensuring that Registered Providers deliver on their service agreements.

The council will maintain its leading role on significant regeneration developments, including at Blackwall Reach and in Whitechapel. Improving our public realm and promoting our heritage will remain a key focus. This includes, for example, continued support to enable the Stairway to Heaven memorial to be completed. The council will also take further steps to enhance its library and lifelong learning service, as well as our leisure facilities.

A key priority is to respond effectively to continuing housing and welfare reform, including homelessness prevention, as we seek to mitigate the impact on residents.

In 2015/16 our priorities are to:

Provide good quality affordable housing:

- Increase the availability of affordable housing including family sized housing*
- Plan effectively to deliver affordable housing and funding for infrastructure, (including for health and education)
- Support regeneration at Blackwall Reach and the Ocean Estate
- Deliver a programme of new build council housing
- Increase the pace of regeneration in Poplar
- Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colet House
- Seek to mitigate homelessness and improve housing options*
- Deliver the Watts Grove project to time and within budget
- Hold a referendum on the future of Tower Hamlets Homes (THH)

Maintain and improve the quality of housing:

- Reduce the number of council homes that fall below a decent standard*
- Improve the quality of housing services
- Identify and target sub-standard homes through the introduction of a landlord licensing scheme
- Offer affordable fuel options through the Tower Hamlets Energy Community Power (Energy Cooperative)*

Improve the local environment and public realm:

- Progress the Carbon Reduction Plan for council buildings
- Deliver the council's Conservation Strategy
- Enhance and protect the borough's biodiversity providing residents access to nature

- Introduce a borough-wide vehicle anti-idling regime in order to protect and improve the local environment
- Implement and promote awareness of a borough wide 20mph limit
- Work in partnership to improve our public realm
- Increase household waste sent for reuse, recycling and composting
- Improve our parks, playgrounds and open spaces

Provide effective local services and facilities:

- Manage national planning changes effectively to deliver local priorities
- Implement the Council's Markets Strategy
- Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)
- Deliver the Whitechapel Vision
- Refresh the Borough Local Plan
- Represent the council and comprehensively input into the Isle of Dogs Opportunity Area Planning Framework
- Deliver a multi-faith burial ground*

Improve local transport links and connectivity:

- Provide fair parking arrangements for businesses, residents and visitors
- Support sustainable local transport, including cycle improvements

Develop stronger communities:

- Engage residents and community leaders in policy and budget changes*
- Implement a framework for engagement of borough-wide equality forums in the Partnership*
- Deliver locally appropriate services through the 4 Locality Hubs

A Prosperous Community

We aim to create a Tower Hamlets in which everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential.

Tower Hamlets aims to maintain its excellent performance in school improvement, supported by a strong local education authority and active parents and governors. The council will continue to invest in supporting young people across all ages and embed the provisions of the Children and Families Act 2014.

Fostering enterprise and employment is a key priority for the council. It is important that we continue to drive local economic growth by working effectively with business, including small and medium enterprises. Supporting more local people into jobs through effective employment services is also essential.

The council will maintain its support to residents as welfare reform continues, including the introduction of Universal Credit. An extensive information programme, supported by employability and other assistance, will remain important throughout 2015/16.

In 2015/16 our priorities are to:

Improve educational aspiration and attainment:

- Ensure sufficient places are provided to meet the need for statutory school places
- Expand free early years education places of high quality for disadvantaged two-year-olds*
- Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium (EYFS)*
- Increase the number of children achieving 5 A*-C GCSE grades including English and maths*
- Bring A Level results above the national average*
- Embed the UNICEF UK Child Rights programme across the Children and Families Partnership*
- Assist more people into further education and to university, and continue to deliver the Mayor's Educational Allowance (MEA) and the Mayor's Higher Education Award (MEHEA)*
- Maintain investment in youth services and provision for young people*
- Provide effective support for parents and governors*
- Implement the Children and Families Act 2014 to support children with special educational needs*

Support more people into work:

- Create a new integrated Employment Centre
- Support residents into jobs through cross Council employment and skills programmes*
- Provide high quality support and training to assist young people into sustainable employment*
- Maximise local employment and economic benefits from the council's processes and capture these opportunities

- Deliver the Women and Health employment programme focusing on the priority of Maternity and Early Years*
- Optimise use of existing funding and maximise prospects for future funding
- Support English for Speakers of Other Languages (ESOL)*

Manage the impact of welfare reform on local residents and maximising incomes:

- Drive the ongoing partnership-wide programme around welfare reform*
- Implement the Digital Inclusion Strategy*

Fostering enterprise and entrepreneurship:

- Support local businesses through information sharing, training and events
- Develop opportunities for growth and sustainability in local commercial districts
- Work collaboratively across London to enhance investment and opportunity

Safe and Cohesive Community

Ensuring that everyone feels safe and confident in their homes and on the streets of Tower Hamlets remains a key Mayoral priority. There will be a continued focus on crime and anti-social behaviour, with effective and visible enforcement.

The council will continue to invest in Police Officers and uniformed THEOs. We also recognise the need to go beyond simply tackling crime and ASB to also address people's fear of crime and perceptions of personal safety through better information, community engagement and an improved local environment.

Tower Hamlets is rightly proud of its diversity. The council remains committed to bringing all of its communities together to foster understanding and support cohesion. Supporting events which celebrate the diversity of the borough and its people play an important role in this respect.

In 2015/16 our priorities are to:

Focus on crime and anti-social behaviour:

- Deliver the partnership 'Violence Against Women & Girls (VAWG) programme'
- Tackle and prevent hate crime through a zero tolerance approach
- Manage the night time economy
- With our partners, deliver the Partnership Community Safety Plan*
- Work with the Police and Mayor for London to maintain and improve enforcement
- Work with partners in the community to target resources to reduce crime and tackle ASB

Reduce fear of crime by:

- Improve the responsiveness and visibility of our ASB services*

Foster greater community cohesion:

- Strengthen community leadership to enable key individuals and organisations to challenge extremist ideology
- Celebrate our diversity with community events every month*

A Healthy and Supportive Community

Our aim is to support residents to live healthier, more independent lives and reduce the risk of harm and neglect to vulnerable children and adults.

Within this theme, a key emphasis is on promoting healthy lifestyles and ensuring fewer residents require long-term care for avoidable health needs. The council is also committed to protecting the interests of residents in the context of significant health reforms. The successful transfer of public health responsibilities to the council has provided a solid foundation on which to build.

The council is committed to ensuring that Tower Hamlets is one of the top performing councils in the country with responsibility for social services. A key priority will be implementing the Care Act and using this to help improve our services. Supporting our most vulnerable residents is important to us; Tower Hamlets continues to be the only borough in England that still provides free homecare for example.

In 2015/16 our priorities are to:

Reduce health inequalities and promote healthy lifestyles:

- Ensure every child has a healthy start*
- Support people to lead healthier lives*
- Improve the support available to people with mental health conditions*
- Improve early detection and awareness of long-term conditions and cancer*
- Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community*
- Invest in the borough's leisure centres and playing pitches
- Deliver free school meals for all primary pupils in the borough*
- Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse*

Enable people to live independently:

- Improve support to carers*
- Enable personalised support for the borough's most vulnerable residents*

Provide excellent primary and community care:

- Develop further integrated working between health, social care and housing*
- Implement the Care Act*

Keep vulnerable children, adults and families' safer, minimising harm and neglect:

- Work with partner agencies to protect vulnerable adults*
- Provide proportionate support to vulnerable children and families*
- Introduce improvements to the adoption system*
- Improve identification of, and response to, victims of child sexual exploitation*

One Tower Hamlets

Underpinning the Community Plan vision is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status. The council is committed to reducing inequalities, fostering cohesion and supporting strong community leadership.

The over-arching aim of One Tower Hamlets takes on added importance in the context of considerable budget reductions. As part of this, we will continue our work with partners to help address the recommendations arising from the Fairness Commission.

This theme also reflects the key projects we are delivering to make our council more lean, flexible and citizen-centred. Over the next year, we intend to better use our assets, work smarter and buy better.

A key focus will be delivering the council's Best Value Strategy and Action Plan, following the inspection of the council that was undertaken in 2014/15 and the subsequent Directions from the Secretary of State for Communities and Local Government.

In 2015/16 our priorities are to:

Reduce inequalities:

- Employ a workforce that fully reflects the community it serves*
- Refresh our strategies around diversity and cohesion*

Work efficiently and effectively as One Council:

- Implement the Best Value Strategy and Action Plan
- Deliver the Communications Action Plan
- Create an environment that fosters a healthy and effective workforce
- Develop the strategic ICT partnership
- Maximise potential income from our rate base and our council tax base
- Develop progressive partnerships to further the Mayor's social objectives*
- Develop the Council's approach to procurement*
- Maintain high levels of customer satisfaction with residents when they contact the Council
- Make better use of our buildings and other public assets
- Tackle misuse of public assets and generate income from pro-active anti-fraud work
- Prioritise frontline services whilst delivering the council's budget strategy during a period of declining resources*

Measuring our Performance

We use a basket of performance measures to track whether we are delivering on our strategic priorities. The proposed measures are set out below.

A Great Place to Live

- Number of affordable homes delivered
- Number of affordable social rented housing completions for families (gross)*
- Level of homeless prevention through casework*
- Number of overcrowded families rehoused*
- Percentage of overall housing stock that is not decent*
- Satisfaction with parks and open spaces
- Percentage of household waste sent for reuse, recycling & composting
- Improved street & environmental cleanliness
- Satisfaction with local neighbourhood

A Prosperous Community

- Early Years Achievement - Percentage of children achieving a good level of development*
- Percentage of children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2*
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths*
- Average point score per A Level Student (FTE)*
- Percentage of young people not in education, employment or training (NEET)*
- Employment rate (gap v London)*
- Jobseekers allowance claimant count (gap v London)*
- Number of job starts for Tower Hamlets residents*
- Child Poverty rate

A Safe and Cohesive Community

(MPOAC 7 and Community Safety Partnership priority measures – to be confirmed through the CSP planning process)

- MOPAC 7 crimes (total)
- Burglary offences
- Robbery offences
- Theft of a motor vehicle offences
- Theft from a motor vehicle offences
- Theft from the person offences
- Total number of criminal damage
- Number of total notifiable offences
- Local concern about ASB and crime
- Number of people killed or seriously injured
- Number of children killed or seriously injured
- Extent to which residents feel the police and other local services are successfully dealing with ASB*
- Proportion of residents who believe people from different backgrounds get on well together in their local area*

A Healthy and Supportive Community

- Life expectancy at birth (male/female)*
- Smoking prevalence (overall)
- Smoking cessation*
- Under 18 conception
- Excess weight in 4-5 year olds*
- Percentage of CAF reviews with an improved score
- Proportion of people using social care who receive self-directed support, and those receiving direct payments*
- Social care-related quality of life*
- Average time between a child entering care and moving in with its adoptive family
- Percentage of ethnic minority background children adopted*

One Tower Hamlets

- Proportion of staff that are LP07 or above who have a disability*
- Proportion of staff that are LP07 or above who are from an ethnic minority*
- Proportion of staff that are LP07 or above that are women*
- Working days lost due to sickness absence
- Customer access satisfaction
- Proportion of residents that agree the council involves residents when making decisions
- Proportion of residents that agree the council is doing a good job
- Percentage of council tax collected (budgeted)
- Percentage of non-domestic rates collected (budgeted)

*Denotes SEF equality objectives / performance measures

A Great Place to Live		
Strategic Priority 1.1: Provide good quality affordable housing		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the availability of affordable housing including family sized housing	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2015
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2016
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016
Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils	Jackie Odunoye (D&R)	31/03/2016
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable	Jackie Odunoye (D&R)	31/03/2016
Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120	Jackie Odunoye (D&R)	31/03/2016
Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provision for education)	Cllr Rabina Khan, Cllr Rofique Ahmed, Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Adopt the South Quay Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/06/2015
Include policy reference to the safeguarding and provision of facilities for early years learning within the Local Plan	Owen Whalley (D&R)	31/03/2016
Present report to DMT reviewing options for securing funding through the planning process for early years learning infrastructure/space	Owen Whalley (D&R)	31/03/2016

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Update the planning process, work with developers and RPs to secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016
Prepare, make (with Mayoral sign-off) and co-ordinate CPOs to facilitate land assembly for major regeneration by RSL partners (for the delivery of new homes - across all tenures, a new school, new retail /commercial and community facilities)	Jackie Odunoye (D&R)	31/03/2016
City Pride / Island Point: subject to Mayoral approval, implement Town and Country Planning Act 1990 powers (s227, 233, 237) to close down rights of light to enable approved regeneration schemes; review requests from other developers	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support regeneration at Blackwall Reach and the Ocean Estate	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Blackwall Reach (BR) disposal of 1-104 Robin Hood Gardens and 1-22 Anderson House to Swan	Jackie Odunoye (D&R)	31/12/2015
BR - decant of council tenants and resident homeowners to 98 new affordable homes in Phase 1a	Jackie Odunoye (D&R)	31/12/2015
BR - CPO confirmation and vesting for land assembly to facilitate Phases 1b and 2 of regeneration	Jackie Odunoye (D&R)	31/12/2015
BR - start on site of 245 homes in Phase 1b	Jackie Odunoye (D&R)	31/03/2016
BR - submission of reserved matters planning application to enable demolition and start on site of 239 new homes for development of Phase 2	Jackie Odunoye (D&R)	31/03/2016
Ocean Regeneration Legacy Management (ORLM) - full fit-out and letting of 16 new retail units on Ben Johnson Rd	Jackie Odunoye (D&R)	31/03/2016
ORLM - all refurbishment contract end of year defects resolved and defect liabilities novated to THH	Jackie Odunoye (D&R)	31/03/2016
Ocean Site H - ensure smooth delivery of Phase 2 Ocean regeneration, delivering 225 new homes (50% affordable housing)	Jackie Odunoye (D&R)	31/03/2016
Ocean Site H - ensure all legal and onsite matters resolved within first year of construction	Jackie Odunoye (D&R)	31/03/2016
Ocean Site H - monitoring of the development process and expected overage payments required during the two year build programme	Jackie Odunoye (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver a programme of new build Council housing	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Practical completion of Bradwell Street garages to deliver 12 units	Jackie Odunoye (D&R)	30/06/2015
Start on site of Ashington House to deliver 53 units	Jackie Odunoye (D&R)	30/06/2015
Start on site of 7 Right to Buy units	Jackie Odunoye (D&R)	30/09/2015
Practical completion of 6 houses for Batch B Extensions Programme	Jackie Odunoye (D&R)	30/09/2015
Start on site of 25 units for Batch C Extensions Programme	Jackie Odunoye (D&R)	30/09/2015
Schemes to Planning Committee for Hereford to deliver 54 units, Locksley to deliver 78 units, Baroness to deliver 22 units and Jubilee to deliver 26 units	Jackie Odunoye (D&R)	31/10/2015
Start on site for schemes - Hereford, Locksley, Baroness and Jubilee	Jackie Odunoye (D&R)	31/01/2016
Decision on establishment of Wholly Owned Company (WOC)	Jackie Odunoye (D&R)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the pace of regeneration in Poplar	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Develop draft Ailsa Street Masterplan for Member approval to take to consultation	Owen Whalley (D&R)	30/06/2015
Adopt the Ailsa Street Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/09/2015
Assist in the development of a governance structure to support the delivery of the Poplar Riverside Housing Zone if GLA agrees to support the Housing Zone	Jackie Odunoye (D&R)	30/04/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cllr Rabina Khan Ann Sutcliffe (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Review of progress against programme targets via meetings scheduled with the developer, including clients departments (CLC & THH)	Ann Sutcliffe (D&R)	31/03/2016
Delivery of leisure centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015
Delivery of a new youth / community centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015
First phase of housing completions - Hand over protocol to be determined to manage snagging, defects and lettings with housing allocations	Ann Sutcliffe (D&R)	31/07/2015
Open youth / community facilities - Hand over protocol to be determined, building inspection and commissioning of building	Ann Sutcliffe (D&R)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Seek to mitigate homelessness and improve housing options	Cllr Rabina Khan Jackie Odunoye, Colin Cormack (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate	Jackie Odunoye (D&R)	30/05/2015
Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Colin Cormack (D&R)	31/05/2015
Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan	Colin Cormack (D&R)	31/03/2016
In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme	Jackie Odunoye (D&R)	31/03/2016
Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector	Jackie Odunoye (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Watts Grove project to time and within budget	Cllr Rabina Khan, Ann Sutcliffe (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete asbestos removal	Ann Sutcliffe (D&R)	30/06/2015
Complete demolitions (with exception of telecommunications mast)	Ann Sutcliffe (D&R)	31/08/2015
Telecommunications mast decommissioned and temporary location agreed	Ann Sutcliffe (D&R)	30/09/2015
Complete substructure	Ann Sutcliffe (D&R)	29/02/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Hold a referendum on the future of Tower Hamlets Homes	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Report to Cabinet	Jackie Odunoye (D&R)	30/04/2015 TBC
Procurement of external independent contractor to organise and conduct referendum (possibly with simultaneous procurement of Independent Tenant Advisor)	Jackie Odunoye (D&R)	31/05/2015 TBC
Ballot period	Jackie Odunoye (D&R)	31/08/2015 TBC
Referendum consultation period - statutory three months (taking account of Ramadan)	Jackie Odunoye (D&R)	30/09/2015 TBC
Report referendum results	Jackie Odunoye (D&R)	30/09/2015 TBC
Prepare Action Plan to implement outcomes from referendum	Jackie Odunoye (D&R)	31/10/2015 TBC

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Strategic Priority 1.2: Maintain and improve the quality of housing		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Reduce the number of Council homes that fall below a decent standard	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Commence Year 5 Decent Homes (DH) Programme using DHs contractors	Jackie Odunoye (D&R)	30/04/2015
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2016
Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded	Jackie Odunoye (D&R)	31/03/2016
Make 917 homes decent	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the quality of housing services	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure all outstanding partners with an applicable development programme are briefed/updated on progress of Project 120 and asked to confirm their participation	Jackie Odunoye (D&R)	30/06/2015
Complete audits of leaseholder service charges and implement recommendations	Jackie Odunoye (D&R)	31/10/2015
Examine options for leaseholder dispute resolution	Jackie Odunoye (D&R)	31/10/2015
Develop and agree leaseholders engagement strategy	Jackie Odunoye (D&R)	31/12/2015
Implement leaseholders engagement strategy	Jackie Odunoye (D&R)	31/03/2016
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2016
Work with Tower Hamlets Housing Forum Executive and Sub Groups on a range of service delivery and improvement issues	Jackie Odunoye (D&R)	31/03/2016
Develop an overarching housing strategy to cover all tenures of housing, homelessness and lettings	Jackie Odunoye (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Identify and target sub-standard homes through the introduction of a landlord licensing scheme	Cllr Rabina Khan / Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/12/2016
Milestone	Lead Officer	Deadline
Complete a review of the housing consultancy statistical analysis including identification of anti-social behaviour links	Andy Bamber	28/02/2015
Statutory consultation plan on the licensing of private landlord proposals developed and approved	Andy Bamber	31/07/2015
Complete consultation and resulting final licensing proposals presented for Cabinet approval	Andy Bamber	31/12/2015
Complete a review of the licensing arrangements for Houses of Multiple Occupation (HMOs)	Andy Bamber	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative)	Cllr Rabina Khan / Cllr Alibor Choudhury Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Refresh and update the Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2015
Continue with the Home Energy Efficiency Programme offering one to one tailored advice to residents focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/03/2016
Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund	Jackie Odunoye (D&R)	31/03/2016
Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2016

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Strategic Priority 1.3: Improve the local environment and public realm		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Progress the Carbon Reduction Plan for Council buildings	Cllr Alibor Choudhury / Cllr Shahed Ali Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Submit Carbon Reduction Commitment reporting to Environment Agency	Jackie Odunoye (D&R)	31/07/2015
Cabinet approval of the Carbon Mitigation Fund Strategy and Guidance	Jackie Odunoye (D&R)	30/09/2015
Submit Green House Gas Emissions reporting to Department of Energy and Climate Change	Jackie Odunoye (D&R)	30/09/2015
Agree outline delivery strategy and projects to be delivered by the Carbon Mitigation Fund on Council owned operational buildings	Jackie Odunoye (D&R)	31/12/2015
Refresh and update the Carbon Management Plan for 2016-2020	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Council's Conservation Strategy	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the borough-wide Tree Preservation Orders (TPO) survey	Owen Whalley (D&R)	31/08/2015
Revise Local List	Owen Whalley (D&R)	31/03/2016
Deliver recommendations of the O&S committee report on family housing	Owen Whalley (D&R)	31/03/2016
Reduce the number of buildings on the English Heritage buildings at risk register for Tower Hamlets	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Enhance and protect the borough's biodiversity providing residents access to nature	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline

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Implement the Local Biodiversity Action Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2016
Provide 1000 packets of wildflower seeds free to residents, community groups and schools	Jackie Odunoye (D&R)	31/03/2016
Create a kingfisher nesting bank in Victoria Park	Jackie Odunoye (D&R)	31/06/2015
Ensure that all major developments deliver biodiversity enhancements which contribute to LBAP targets	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Introduce a borough wide vehicle anti-idling regime in order to protect and improve the local environment	Cllr Shahed Ali Andy Bamber, Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the Tower Bridge anti-idling trial and publish the results	Andy Bamber (CLC)	30/09/2015
Roll out anti-idling project roll out to borough hot-spots	Andy Bamber (CLC)	31/12/2015
Implement whole borough anti-idling declaration and programme	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement and promote awareness of a borough wide 20mph limit	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the borough wide 20mph limit	Jamie Blake (CLC)	31/07/2015
Prepare and deliver a public awareness campaign	Jamie Blake (CLC)	31/03/2016
Three awareness initiatives completed by September 2015	Jamie Blake (CLC)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Local streetscene improvements - agree design and complete consultation	Jamie Blake (CLC)	30/09/2015

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Work with resident groups on local streetscene improvements at Gascoigne Estate and St. Peter's Close	Jamie Blake (CLC)	31/03/2016
Establish and maintain monthly meetings with Tower Hamlets Wheelers to improve cycling safety in the borough	Jamie Blake (CLC)	31/03/2016
Continue the Community Volunteering programme with at least 50 projects in 2015/16	Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase household waste sent for reuse, recycling & composting	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete an evaluation of waste and recycling provisions for estate based communities, placing restrictions on the number of waste bins to help improve recycling levels	Jamie Blake (CLC)	31/08/2015
Develop and commence a campaign to promote recycling opportunities to support the waste volume reduction project	Jamie Blake (CLC)	30/09/2015
Develop the reuse and composting programme further, promoting opportunities and increasing participation in programme - deliver at least 20 events throughout the year	Jamie Blake (CLC)	31/03/2016
Complete a programme of targeted communication to encourage residents to recycle a greater proportion of different types of materials	Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve our parks, playgrounds and open spaces	Cllr Shafiqul Haque Shazia Hussain (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Develop a parks growing scheme with local residents	Shazia Hussain (CLC)	30/09/2015
Deliver full range of improvement works to Trinity Square Gardens consisting of soft and hard landscaping works and installation of new benches and bins	Shazia Hussain (CLC)	30/09/2015
Deliver Phase 1 of improvement works to Shandy Park consisting of tree felling, installation of a temporary path for access to the mosque, new path from Harford Street entrance and cleansing of play surfaces	Shazia Hussain (CLC)	30/09/2015
Deliver external improvement and renovation works to Tower Hamlets Cemetery Lodge and secure additional funding for undertaking external works	Shazia Hussain (CLC)	30/09/2015

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Prepare options and undertake public consultation on the King Edward Memorial Park improvement project	Shazia Hussain (CLC)	31/10/2015
Complete the design details for the improvement works to Bartlett Park and commence phase one works	Shazia Hussain (CLC)	31/03/2016
Take forward the capital works programme for small parks and playground improvement projects delivering at least two site improvement schemes	Shazia Hussain (CLC)	31/03/2016
Deliver year two of the four year programme of tree planting on streets, parks and open spaces	Jamie Blake (CLC)	31/03/2016
Strategic Priority 1.4: Provide effective local services and facilities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Manage national planning changes effectively to deliver local priorities	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Cabinet determine fifth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/08/2015
Cabinet determine sixth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2016
Input into Tower of London Future Thinking Plan to better manage the World Heritage Site	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Council's Markets Strategy	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC) / Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Agree and implement a programme of physical improvements to Watney Market	Andy Bamber (CLC) / Jamie Blake (CLC)	31/03/2016
Business and trader public consultation complete with project ground works commenced	Andy Bamber (CLC)	30/09/2015
Draft Community Development Trust agreement for consultation	Andy Bamber (CLC)	30/09/2015
Complete streetscene improvements in Wentworth Street Market	Jamie Blake (CLC)	31/03/2016
Complete a feasibility study for the development of a Roman Road Market Trust	Andy Bamber (CLC)	31/03/2016

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	31/01/2016
Milestone	Lead Officer	Deadline
Live CIL Charging Schedule, as agreed by Full Council	Owen Whalley (D&R)	31/04/2015
Complete monitoring report on live CIL	Owen Whalley (D&R)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Whitechapel Vision	Cllr Rabina Khan, Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the first draft of the Urban Design strategy for Whitechapel	Owen Whalley (D&R)	30/09/2015
Implementing the governance and delivery infrastructure, including Delivery Plan, to underpin the delivery of the Whitechapel Vision	Owen Whalley (D&R)	31/10/2015
Complete first draft of the public realm strategy, and transport strategy for Whitechapel	Owen Whalley (D&R)	31/10/2015
Define and commence delivery of the programme of early win projects	Owen Whalley (D&R)	31/12/2015
Developing Whitechapel workspace offer	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Refresh the Borough Local Plan	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015
Report progress to senior management and Mayor	Owen Whalley (D&R)	30/06/2015
Publish Strategic Housing Market Assessment in order to support affordable housing requirements within the Local Plan	Jackie Odunoye (D&R)	30/06/2015
Approval of Draft 'Engagement Document' by Cabinet to consult	Owen Whalley (D&R)	30/09/2015
Consult on engagement document	Owen Whalley (D&R)	31/12/2015

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Develop final policy / direction and identify need for further evidence	Owen Whalley (D&R)	31/01/2016
Initiate senior management reporting cycle	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Represent the Council and comprehensively input into the GLA's Isle of Dogs Opportunity Area Planning Framework	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete project set-up and governance, and agree delivery arrangements with GLA	Owen Whalley (D&R)	30/06/2015
Start Initial Document Development: Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015
Complete travelling draft 1	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver a Multi-Faith burial ground	Mayor Lutfur Rahman Ann Sutcliffe (D&R)	31/05/2015
Milestone	Lead Officer	Deadline
Complete lease for the site	Ann Sutcliffe (D&R)	30/04/2015
Market the site	Ann Sutcliffe (D&R)	31/05/2015
Strategic Priority 1.5: Improve local transport links and connectivity		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide fair parking arrangements for businesses, residents and visitors	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Continue to deliver the four year plan to create a 1,000 additional parking spaces, delivering 250 new spaces this year	Jamie Blake (CLC)	31/03/2016
Deliver 100 additional parking spaces	Jamie Blake (CLC)	30/09/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Support sustainable local transport including cycle improvements	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Develop the Cable Street Vision for public consultation and delivery	Jamie Blake (CLC)	31/03/2016
Secure approval for the LBTH Cycle Strategy and 3 year Action Plan	Jamie Blake (CLC)	30/09/2016
Continue the free adult and children cycle training programmes	Jamie Blake (CLC)	31/03/2016
Develop cycle superhighway 2 mitigation measures for consultation	Jamie Blake (CLC)	31/09/2015
Implement year one of the two year cycle superhighway mitigation programme	Jamie Blake (CLC)	31/03/2016
Strategic Priority 1.6: Developing stronger communities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman / Cllr Alibor Choudhury Louise Russell / John McDermott (LPG), Shazia Hussain (CLC)	31/01/2016
Milestone	Lead Officer	Deadline
Engage residents through the Local Community Ward Forums to identify local priorities	Shazia Hussain (CLC)	31/01/2016
Complete a review of the Partnership structures and roles for community volunteering	Robin Beattie (CLC)	30/04/2015
Raise awareness of, and engage residents in, the use of the Council's budget consultation tools and channels	Louise Russell / John McDermott (LPG)	30/09/2015
Understand and provide public feedback on residents' priorities	Louise Russell / John McDermott (LPG)	31/12/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Review current arrangements through consultation with forums and stakeholders	Louise Russell (LPG)	01/10/2015
Establish a revised framework to ensure Every Voice Matters	Louise Russell (LPG)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver locally appropriate services through the 4 locality Hubs	Mayor Lutfur Rahman Andy Bamber (CLC)	28/02/2016
Milestone	Lead Officer	Deadline
Evidence-based review of generic working functions conducted and completed	Andy Bamber (CLC)	30/04/2015
Development of 10 generic working pilot projects worked up to pre-implementation to provide learning to inform future direction action plan and roll out	Andy Bamber (CLC)	01/06/2015
Decision regarding the nature and scale of generic working implementation plan to be confirmed at conclusion of the pilot project	Andy Bamber (CLC)	28/02/2016

A Prosperous Community		
Strategic Priority 2.1: Improve educational aspiration and attainment		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Gulam Robbani Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient school places	Kate Bingham (ESCW)	31/03/2016
Plan for implementation of future expansion schemes, working with D&R on land and funding matters where required, and plan for use of capital resources (including s. 106 and CIL funds) to implement schemes	Kate Bingham (ESCW)	31/03/2016
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (ESCW)	31/03/2016
Develop medium and long term strategy to meet projected pupil growth in all phases to 2024, taking into account any new free schools agreed by DfE	Kate Bingham (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Expand free early education places of high quality for disadvantaged two-year-olds	Cllr Gulam Robbani Anne Canning (ESCW)	31/01/2016
Milestone	Lead Officer	Deadline
Undertake local marketing campaign to increase take up of disadvantaged 2 year old places	Anne Canning (ESCW)	31/05/2015
Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience	Anne Canning (ESCW)	31/07/2015
Create 750 additional places to offer disadvantaged 2 year olds	Anne Canning (ESCW)	31/01/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium (EYFS)	Cllr Gulam Robbani Anne Canning (ESCW)	31/07/2015
Milestone	Lead Officer	Deadline
Roll out second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme	Anne Canning (ESCW)	31/07/2015
Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; begin the programme in the summer term and use QA and review processes as for ETHCaT	Anne Canning (ESCW)	31/07/2015
Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school	Anne Canning (ESCW)	31/07/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the number of children achieving 5 A* to C GCSE grades including English and maths	Cllr Gulam Robbani Anne Canning (ESCW)	03/09/2015
Milestone	Lead Officer	Deadline
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Anne Canning (ESCW)	31/07/2015
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Anne Canning (ESCW)	30/09/2015
Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Anne Canning (ESCW)	30/09/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Bring A Level results above the national average	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Anne Canning (ESCW)	30/09/2015
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Anne Canning (ESCW)	30/09/2015
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Anne Canning (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Embed the UNICEF UK Child Rights programme across the Children and Families Partnership	Cllr Gulam Robbani Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Evaluate the pilot and agree next steps in the development of the Child Rights based approach	Kate Bingham (ESCW)	31/03/2016
Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership	Kate Bingham (ESCW)/Simon Kilbey (Resources)	31/03/2013
Activity	Lead Member, Lead Officer and Directorate	Deadline
Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA)	Cllr Gulam Robbani / Cllr Alibor Choudhury Anne Canning (ESCW)	31/01/2016
Milestone	Lead Officer	Deadline
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Anne Canning (ESCW)	31/07/2015
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Anne Canning (ESCW)	30/11/2015
Undertake publicity and advertise the MEA and MHEA schemes	Anne Canning (ESCW)	31/12/2015

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Apply the MEA and MHEA policy to determine applications	Anne Canning (ESCW)	31/12/2015
Make payments	Anne Canning (ESCW)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maintain investment in youth services and provision for young people	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Undertake full review of all youth centres including a health and safety audit to support the development of improvement plans	Andy Bamber (CLC)	30/06/2015
Rebrand and re-launch the service in consultation with communication team	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide effective support for parents and governors	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets	Anne Canning (ESCW)	31/09/2015
Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role	Anne Canning (ESCW)	31/03/2016
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed	Anne Canning (ESCW)	31/03/2016
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Anne Canning (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Children and Families Act 2014 to support children with special educational needs	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion with 45% converted by September 2015	Anne Canning (ESCW)	31/09/2015
Review the quality of EHC plans	Anne Canning (ESCW)	31/09/2015
Complete improvements to local offer and formally launch	Anne Canning (ESCW)	31/06/2015
Commission services in partnership with fellow commissioners to minimise gaps and responds to JSNA data	Anne Canning (ESCW)	31/03/2016
Strategic Priority 2.2: Support more people into work		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Create a new integrated employment centre	Deputy Mayor, Cllr Oliur Rahman, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Phase 1 – Deploy staff resources to begin triage work in Idea Stores	Andy Scott (D&R)	30/04/2015
Evaluate early resident take up	Andy Scott (D&R)	30/06/2015
Develop service demand options on barriers to work in first phase	Andy Scott (D&R)	30/09/2015
Phase 2 - Integrate partner organisations and surgeries into services on engagement and access to opportunity	Andy Scott (D&R)	30/03/2016
Phase 3 – Begin development of a coordinated systems led advisory service delivery with partners to include barriers to work relevant to customer need (skills, housing, health, money management, welfare reform advice)	Andy Scott (D&R)	31/03/2016 / ongoing

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Support residents into jobs through employment and skills programmes	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Luke Adams (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Luke Adams (ESCW)	31/03/2015
Evaluate pilot services in outreach sites and recommend next phase of development	Andy Scott (D&R)	30/09/2015
Facilitate 3500 local residents per year through training programmes	Andy Scott (D&R)	31/03/2016
Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year	Andy Scott (D&R) / Simon Kilbey	31/03/2016
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women	Andy Scott (D&R)	31/03/2016
Develop recruitment partnership arrangements for commercial placements	Andy Scott (D&R)	31/03/2016
Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Andy Scott (D&R)	31/03/2016
Facilitate 5000 local residents into work each year, with quarterly progress reports	Andy Scott (D&R)	31/03/2016 and quarterly

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide high quality support and training to assist young people into sustainable employment	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Diana Warne (ESCW), Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Diana Warne (ESCW)	30/09/2015
Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer	Diana Warne (ESCW), Andy Scott (D&R)	31/03/2016
Facilitate 2000 local residents into apprenticeship opportunities in partnership with key stakeholders	Andy Scott (D&R)	31/03/2016
Provide a minimum of two job fairs during the year for NEETs, with one delivered by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016
Provide a Level 2 Award in Leadership programme for 200 young people, with at least 100 females having completed the programme by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maximise local employment and economic benefits from the council's processes and capture the opportunities	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Implement cross Council communication to monitor and report on collective economic outputs	Andy Scott (D&R)	31/03/2016
Implement economic benefits protocols through procurement processes	Andy Scott (D&R)	31/03/2016
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain	Chris Holme (Resources)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Women and Health employment programme focusing on the priority of maternity and early years	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Quarterly steering group meetings	Somen Banerjee (ESCW) & Andy Scott (D&R)	31/03/2016
Mid-term review to identify further developments required	Andy Scott (D&R)	31/03/2016
Support 100 women through training courses and placements	Andy Scott (D&R)	31/03/2016
Develop progression routes for end of placement	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Optimise use of existing funding and maximise prospects for future funding	Mayor Lutfur Rahman Dave Clark (D&R)	31/12/2015
Milestone	Lead Officer	Deadline
Launch and administer ongoing Mayor's Community Events funding programme	Dave Clark (D&R)	30/04/2015
Launch inward investment strategy and action plan	Dave Clark (D&R)	30/04/2015
Complete administration of 2015/18 MSG Programme	Dave Clark (D&R)	30/09/2015
Implement process for on-line submission of project monitoring reports	Dave Clark (D&R)	31/12/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support English for Speakers of Other Languages (ESOL)	Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Develop a Skills for Life integrated framework for Idea Store Learning	Shazia Hussain (CLC)	31/10/2015

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Track the impact of the new funding options for ESOL in the borough and the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/03/2016
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Drive the ongoing partnership wide programme around welfare reform	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Roll out a communication and awareness raising programme for residents in relation to Universal Credit	Louise Russell (LPG)	30/04/2015
Develop local support and triage arrangements	Louise Russell (LPG)	30/09/2015
Ensure integrated local support for the roll out of Universal Credit	Louise Russell (LPG)	01/03/2016
Develop activity to support disabled residents with transition to Personal Independence Payments	Louise Russell (LPG)	31/03/2016
Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Digital Inclusion Strategy	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Launch event for Digital Inclusion Strategy to raise awareness	Louise Russell (LPG)	31/05/2015
Oversee implementation of the Digital Inclusion Action Plan	Louise Russell (LPG)	31/03/2016
Complete procurement of WIFI provision contract	Andy Scott (D&R)	31/03/2016

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Strategic Priority 2.4: Fostering enterprise and entrepreneurship		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support local businesses through information sharing, training and events	Deputy Mayor, Cllr Oliur Rahman, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Identify independent panel and first cohort of entrepreneurs	Andy Scott (D&R)	30/09/2015
Implement New Enterprise Support training programme	Andy Scott (D&R)	31/03/2016
Procurement of supply chain contracts	Andy Scott (D&R)	30/09/2016
Implement the supply chain development programme	Andy Scott (D&R)	31/03/2016
Distribute e-news sheet to businesses	Andy Scott (D&R)	30/06/2015
Distribute further 2 quarterly e-info sheets via Tower Hamlets business database	Andy Scott (D&R)	31/03/2016
Deliver Mayor's Business Forum event and three further targeted events	Andy Scott (D&R)	31/12/2015
Develop the environment for a local leasing code for businesses	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop opportunities for growth and sustainability in local commercial districts	Deputy Mayor, Cllr Oliur Rahman, Cllr Alibor Choudhury, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Review economic information for business areas	Andy Scott (D&R)	30/09/2016
Develop High Street indicators	Andy Scott (D&R)	31/02/2016
Develop Healthy High Street policy	Andy Scott (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Work collaboratively across London to enhance investment and opportunity	Deputy Mayor, Cllr Oliur Rahman, Cllr Alibor Choudhury, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Engage with and develop any appropriate proposals for growth alongside the London Local Enterprise Panel	Andy Scott (D&R)	31/03/2016
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Andy Scott (D&R)	31/03/2016
Engage with, and promote, partnership arrangements including the Growth Boroughs unit	Andy Scott (D&R)	31/03/2016
A Safe and Cohesive Community		
Strategic Priority 3.1: Focus on crime and anti-social behaviour		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cllr Ohid Ahmed Andy Bamber (CLC)	20/12/2015
Milestone	Lead Officer	Deadline
Recruit and train 25 professional & community VAWG Champions	Andy Bamber (CLC)	30/06/2015
Deliver 12 multi-agency VAWG training sessions	Andy Bamber (CLC)	30/09/2015
Ensure that all third party reporting centres are trained specifically to enable them to respond appropriately to VAWG referrals	Andy Bamber (CLC)	20/12/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Tackle and prevent hate crime through a zero tolerance approach	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure quarterly steering groups are up and running for all existing (11) third party reporting sites with all sites making referrals	Andy Bamber (CLC)	30/06/2015

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Establish four new operational third party reporting centres	Andy Bamber (CLC)	31/12/2015
Review and re-launch No Place For Hate pledge and Hate Crime Champions project	Andy Bamber (CLC)	31/03/2016
Develop and enable the Community Champions to support community safety in their local areas	Andy Bamber (CLC)/ Shazia Hussain (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Manage the night time economy	Deputy Mayor, Cllr Oliur Rahman, Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Develop and provide an inspection programme for late night inspections	Andy Bamber (CLC)	30/04/2015
Extend the pilot Best Bar None scheme from the Brick Lane area across the borough	Andy Bamber (CLC)	31/10/2015
Complete the annual review of the statutory Food Law Enforcement Plan	Andy Bamber (CLC)	31/12/2015
Carry out a programme of joint inspections at licensed premises with the Police	Andy Bamber (CLC)	31/03/2016
Develop an options appraisal on the introduction of Early Morning Restriction Orders (EMROs)	Andy Bamber (CLC)	31/03/2016
Develop an options appraisal on the introduction of a Late Night Levy (LNL)	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
With our partners, deliver the Partnership Community Safety Plan	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2016
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with the Police and Mayor for London to maintain and improve enforcement	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Launch of 20 new Police officers; one for each ward	Andy Bamber (CLC)	30/04/2015
Complete induction for 20 new officers on TH Partnership induction programme	Andy Bamber (CLC)	31/05/2015
New team of 5 PCs and 1 Sergeant in place	Andy Bamber (CLC)	30/06/2015
Further increase the number of Tower Hamlet Enforcement Officers (THEO) through generic working practices and by combining all uniformed enforcement activities within Safer Communities	Andy Bamber (CLC)	31/03/2016
Engage THEOs in joint patrols with the Police in key identified crime and anti-social behaviour (ASB) hot-spots	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with partners in the community to target resources to reduce crime and tackle ASB	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure Mobile Police office visits all wards as part of the ward surgeries and walkabouts	Andy Bamber (CLC)	30/06/2015
Safer Neighbourhood Board to produce a report for Members on resident engagement	Andy Bamber (CLC)	30/09/2015
Safer Neighbourhood Board to have held 3 residents question times with a panel of community safety experts including the Police, Council and other partners	Andy Bamber (CLC)	31/12/2015
Work with Community Champions to help identify local community concerns and hot-spot areas for crime and ASB response services, including targeted use of CCTV	Andy Bamber (CLC) / Shazia Hussain (CLC)	31/03/2016
Mobile Police office use for at least 10 partnership events	Andy Bamber (CLC)	31/03/2016
Deliver phase two of the street lighting improvement programme replacing a further 500 columns including brighter, low energy LEDs	Jamie Blake (CLC)	31/03/2016

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Strategic Priority 3.2: Reduce fear of crime		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the responsiveness and visibility of our ASB services	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Appoint Command and Control Project Manager with project plan developed	Andy Bamber (CLC)	30/09/2015
Implement restructure recommendations with a new joint Responsiveness and Investigation team	Andy Bamber (CLC)	30/09/2015
Develop new case management procedure manual and implement Civica improvements with training provided to staff	Andy Bamber (CLC)	30/09/2015
Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action	Andy Bamber (CLC)	31/03/2016
Develop further crime and ASB response services, with dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility	Andy Bamber (CLC)	31/03/2016
Implement case management system update to enable faster investigation and evidence gathering for cases of serious ASB which require court proceedings	Andy Bamber (CLC)	31/03/2016
Strategic Priority 3.3: Foster greater community cohesion		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Strengthen Community Leadership to enable key individuals and organisations to challenge extremist ideology	Cllr Ohid Ahmed, Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Continue to commission London Tigers to deliver theological intervention service, identifying and supporting young people at risk through workshops and one to one mentoring	Andy Bamber (CLC)	31/07/2015
Develop the 6 th form working group to roll out school teaching curriculum materials to help safeguard young people from radicalisation and extremism with all schools	Andy Bamber (CLC)	31/12/2015
Support enhanced teaching and safeguarding standards of local madrasahs through delivery of the Faith Associates 'Connecting the Next Generation Project' course	Andy Bamber (CLC)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Celebrate our diversity with community events every month	Cllr Shafiqul Haque Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Establish arrangements for the commemoration of local living heroes	Shazia Hussain (CLC)	30/09/2015
Deliver or support at least one community event every month	Shazia Hussain (CLC)	31/03/2016
Deliver a programme of events which celebrate the diversity of the local community including:	Louise Russell (LPG)	
Black History Month		30/09/2015
Interfaith Week		30/11/2015
International Day for Disabled People		31/12/2015
LGBT History Month		20/02/2016
International Women's Week		31/03/2016
Support the celebration of World Food Day in October	Shazia Hussain (CLC)	31/10/2015

A Healthy and Supportive Community		
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure every child has a healthy start	Cllr Gulam Robbani / Cllr Abdul Asad Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Increase the number of parents and carers with good physical and mental health before, during and after pregnancy	Somen Banerjee (ESCW)	31/03/2016
More 0-5s with secure emotional attachment and good cognitive development	Somen Banerjee (ESCW)	31/03/2016
Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits	Somen Banerjee (ESCW)	31/03/2016
Reduce dental decay in 0-5 year olds	Somen Banerjee (ESCW)	31/03/2016
More 0-5s developing physically and socially through play	Somen Banerjee (ESCW)	31/03/2016
Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs	Somen Banerjee (ESCW)	31/03/2016
Improve the rate of 0-5 year olds who are fully immunised	Somen Banerjee (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support people to live healthier lives	Cllr Gulam Robbani / Cllr Abdul Asad Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Implement a borough wide healthy food standard, based on evidence, across partner agencies	Somen Banerjee (ESCW)	30/09/2015
Develop and implement a borough wide tobacco control strategy	Somen Banerjee (ESCW)	31/03/2016
Monitor the implementation of the Local Development Framework and its impact	Somen Banerjee (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the support available to people with mental health conditions	Cllr Gulam Robbani / Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Review the current community pathways for older adults with a functional mental health problem	Luke Adams/Dorne Kanareck (ESCW)	30/06/2015
Develop and implement a refreshed service model for child and adolescent mental health services	Luke Adams/Dorne Kanareck (ESCW)	30/09/2015
Develop a family orientated approach to mental health across the partnership for parents with a mental health problem	Luke Adams/Dorne Kanareck (ESCW)	31/12/2015
Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem	Luke Adams/Dorne Kanareck (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve early detection and awareness of long-term conditions and cancer	Mayor Lutfur Rahman / Cllr Abdul Asad Dorne Kanareck / Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self management of conditions	Somen Banerjee (ESCW)	30/09/2015
Increase the uptake of breast, bowel and cervical screening	Somen Banerjee (ESCW)	31/03/2016
Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment	Somen Banerjee (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor Lutfur Rahman, Cllr Abdul Asad Somen Banerjee (ESCW), Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Bring successfully the commissioning of early years (0 -5) public health services into the local authority	Somen Banerjee (ESCW)	30/11/2015
Identify roles and responsibilities across the Council for Public Health Outcomes Framework Indicators and align with JSNA and Health and Wellbeing Strategy	Somen Banerjee (ESCW)	31/03/2016
Support 2900 people to quit smoking	Somen Banerjee (ESCW)	31/03/2016
Develop a new Partnership Substance Misuse Strategy for 2016-2018	Andy Bamber (CLC)	31/03/2016
Deliver a community led healthy walks programme	Shazia Hussain (CLC) / Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Invest in the borough's leisure facilities and playing pitches	Cllr Abdul Asad Shazia Hussain (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the renewal of the all weather playing surface at Mile End Stadium	Shazia Hussain (CLC)	31/03/2016
Complete the sports facility improvements at Victoria Park including the changing room and cricket wicket upgrades	Shazia Hussain (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver free school meals for all primary pupils in the borough	Cllr Abdul Asad Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure parents of children entitled to Free School Meals under the Governments national scheme continue to claim for this	Kate Bingham (ESCW)	31/03/2016

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Monitor individual children's nutritional intake with a view to supporting parents and address public health outcomes	Kate Bingham / Somen Banerjee (ESCW)	31/03/2016
Work with schools with a lower uptake rate in order to identify how this can be improved	Kate Bingham (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse	Cllr Ohid Ahmed Andy Bamber (CLC) / Somen Banerjee (ESCW)	30/09/2015
Milestone	Lead Officer	Deadline
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (ESCW)	30/09/2015
Strategic Priority 4.2: Enable people to live independently		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve support to Carers	Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	30/09/2016
Milestone	Lead Officer	Deadline
Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act	Luke Adams, Dorne Kanareck (ESCW)	30/06/2015
Develop new Carers Plan with monitoring mechanisms put in place	Luke Adams, Dorne Kanareck (ESCW)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Enable personalised support for the borough's most vulnerable residents	Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Work with local health partners to deliver an Integrated Personal Commissioning budget for service users	Dorne Kanareck (ESCW)	31/03/2016

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Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing	Luke Adams (ESCW)	31/03/2016
Deliver four community events to help address social isolation and loneliness	Dorne Kanareck (ESCW)	31/03/2016
Undertake strategic review of free homecare to understand its impact in the light of the Care Act	Dorne Kanareck (ESCW)	31/03/2016
Strategic Priority 4.3: Provide excellent primary and community care		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop further integrated working between health, social care and housing	Cllr Abdul Asad Dorne Kanareck / Luke Adams / Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (eg pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing	Somen Banerjee (ESCW)	30/09/2015
Define the local authority's role in the delivery of the Borough's integrated care programmes	Dorne Kanareck/Luke Adams (ESCW)	30/09/2015
Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England	Luke Adams, Dorne Kanareck (ESCW)	31/03/2016
Develop a multi agency approach with health partners when treating service users with both mental and physical health conditions	Somen Banerjee/Dorne Kanareck/Luke Adams (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Care Act	Cllr Abdul Asad Dorne Kanareck / Luke Adams (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Develop and implement a health and social care prevention strategy and information advice strategy	Somen Banerjee (ESCW)	30/09/2015

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Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services	Dorne Kanareck/Luke Adams (ESCW)	31/03/2016
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Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with partner agencies to protect vulnerable adults	Cllr Abdul Asad Luke Adams(ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report	Luke Adams (ESCW)	30/09/2015
Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month	Luke Adams (ESCW)	30/10/2015
Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol	Luke Adams (ESCW)	31/03/2016
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Luke Adams (ESCW)	31/03/2016
Ensure local agencies comply with the Winterbourne Actions	Luke Adams (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide proportionate support to vulnerable children and families	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Nasima Patel (ESCW)	01/06/2015
Implement the use of the Signs of Safety tools across all agencies to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Nasima Patel (ESCW)	01/06/2015
Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS)	Nasima Patel (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Introduce improvements to the adoption system	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Nasima Patel (ESCW)	31/03/2016
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Nasima Patel (ESCW)	31/03/2016
Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days	Nasima Patel (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve identification of, and response to, victims of child sexual exploitation	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Increase awareness of child sexual exploitation through training and learning events	Nasima Patel (ESCW)	31/03/2016
Improve the identification of those vulnerable to exploitation to ensure that they are protected	Nasima Patel (ESCW)	31/03/2016
Support children / young people in a exploitative relationship to achieve positive outcomes	Nasima Patel (ESCW)	31/03/2016
Strategic Priority 5.1: Reduce inequalities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Employ a workforce that fully reflects the community it serves	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Deliver on the Workforce to Reflect the Community targets as set by Council	Simon Kilbey (RES)	31/03/2016

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Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016
Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Refresh our strategies around diversity and cohesion	Mayor Lutfur Rahman Louise Russell (LPG)	30/06/2015
Milestone	Lead Officer	Deadline
Develop and deliver an Action Plan to ensure the Council is a supportive employer of lesbian, gay, bisexual and transgender staff and is recognised as such	Louise Russell (LPG)	31/03/2016
Finalise the Single Equality Framework and develop key equality measures	Louise Russell (LPG)	30/06/2015
Refresh One Tower Hamlets vision refreshed within new Community Plan	Louise Russell (LPG)	30/06/2015
Strategic Priority 5.2: Work efficiently and effectively as One Council		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Best Value Strategy and Action Plan (<i>other milestones are reflected within the relevant strategic priority</i>)	Cllr Alibor Choudhury Zamil Ahmed (RES), Dave Clark (D&R), Ann Sutcliffe (D&R)	28/02/2016
Milestone	Lead Officer	Deadline
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management	Zamil Ahmed (RES)	31/01/2016
Commission programme evaluations for all grant regimes to support robust evaluation of impact	Dave Clark (D&R)	30/09/2015
Review grant monitoring activity and implement improved arrangements	Dave Clark (D&R)	28/02/2016
Test compliance with new Asset Management Protocols	Ann Sutcliffe (D&R)	31/05/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Communications Action Plan	Mayor Lutfur Rahman, Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Relaunch Communications Code and provide mandatory training to all relevant staff	Louise Russell (LPG)	31/04/2015
Review of options for East End Life refreshing value for money assessment	Louise Russell (LPG)	31/04/2015
Develop a digital communications strategy	Louise Russell (LPG)	30/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Create an environment that fosters a healthy and effective workforce	Cllr Alibor Choudhury Simon Kilbey (RES) / Jamie Blake (CLC)	31/12/2015
Milestone	Lead Officer	Deadline
Complete the process of introducing Learning Disability Champions and Mental Health First-Aiders across the Council	Simon Kilbey (RES)	30/06/2015
Deliver equality (including unconscious bias) training to managers and resilience training to staff	Simon Kilbey (RES)	30/09/2015
Investigate and improve surveys and data collection tools to gather quantitative and qualitative information	Simon Kilbey (RES)	30/09/2015
Deliver a 3-month publicity campaign to increase awareness of mental health issues including promotion of positive role models and success stories, promotion of LBTH well-being schemes and those of related organisations and voluntary groups	Simon Kilbey (RES)	31/12/2015
Achieve ISO9002 Quality Management Systems standard for the Green Team	Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop the strategic ICT partnership	Cllr Alibor Choudhury Shirley Hamilton (RES)	
Milestone	Lead Officer	Deadline
Publish a 5 year ICT strategy (subject to approval)	Shirley Hamilton (RES)	30/06/2015
Complete XP Migration Project	Shirley Hamilton (RES)	30/06/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Complete phase 1 of the programme on public use network infrastructure development (including developing network infrastructure for Idea Stores, One Stop Shops and Skillsmatch)	Shirley Hamilton (RES)	30/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maximise potential income from our rate base and our council tax base	Cllr Alibor Choudhury Roger Jones (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Jackie Odunoye / Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities	Jackie Odunoye (D&R)	30/06/2015
Ensure the Council is represented at and presents the Council's position and contributes fully to the THHF Executive and 8 sub Committees	Jackie Odunoye (D&R)	31/03/2016
Work with THHF on the delivery of at least 2 partner seminars or conferences	Jackie Odunoye (D&R)	31/03/2016
Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop the Council's approach to procurement	Cllr Alibor Choudhury Zamil Ahmed (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Support the achievement of the Mayor's procurement commitment through improved supplier market development	Zamil Ahmed (RES)	31/03/2016
Develop new Procurement Strategy 2016-19	Zamil Ahmed (RES)	31/03/2016

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Embed category management and cross-departmental collaboration to achieve better procurement outcomes	Zamil Ahmed (RES)	31/03/2016
Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing	Zamil Ahmed (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maintain high levels of customer satisfaction with residents when they contact the Council	Cllr Alibor Choudhury, Keith Paulin (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin	30/09/2015
Review accreditation for Louder than Words charter mark	Keith Paulin	31/12/2015
Maintain high levels of customer satisfaction during a period of declining resources	Keith Paulin	31/03/2016
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Make better use of our buildings and other public assets	Cllr Alibor Choudhury Ann Sutcliffe (D&R)	30/09/2015
Milestone	Lead Officer	Deadline
Complete the transfer of all assets, staff and budgets to D&R for the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2015
Civic Centre - secure Cabinet decision on procurement process	Ann Sutcliffe (D&R)	30/04/2015
Civic Centre - appoint design and technical team	Ann Sutcliffe (D&R)	31/05/2015
Commence the update of the Asset Strategy also informing the Disposal Strategy	Ann Sutcliffe (D&R)	30/06/2015
Community Buildings - establish charging and letting policy	Ann Sutcliffe (D&R)	30/09/2015
Ensure the impact on the statutory provision of childcare places is considered in the development of the Council's asset strategy	Ann Sutcliffe (D&R)	30/09/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cllr Alibor Choudhury Minesh Jani (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2016
Achieve 133 sanctions and prosecute 33 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2016
Continue the Council's pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	31/03/2016
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cllr Alibor Choudhury Chris Holme, Richard Lungley and John Jones (RES)	30/09/2016
Milestone	Lead Officer	Deadline
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17	Barry Scarr (RES)	30/09/2015
Develop a strategic financial planning response to the next government's spending review	Barry Scarr (RES)	30/09/2015
Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16	Louise Russell (LPG)	31/03/2016

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Tower Hamlets SINGLE EQUALITY FRAMEWORK 2015-16



SINGLE EQUALITY FRAMEWORK 2015/16

Foreword from Mayor Lutfur Rahman

I am pleased to present the Single Equality Framework for 2015/16 which provides the strategic direction for the Council's work on equality.

Tower Hamlets is the first Council in the UK to be reassessed as Excellent against the Local Government Association's Equality Framework for Local Government (EFLG) – the highest award available. I am pleased that our approach to addressing inequality has received national recognition and as we go forward equality will continue to be the focus of our approach to delivering services to residents.

This framework sets out our considerable achievements in addressing inequality for all groups and communities within the borough. The proposed actions set out in the action plan reflect the analysis we have undertaken to understand current need and what more we need to do to ensure that all residents have access to excellent services and aspirational opportunities.

Mayor Lutfur Rahman

1. Introduction

The Single Equality Framework is the Council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. Integrated into the Strategic Plan, the Framework provides the strategic direction for the Council's work on equality to enable us to better meet the financial, policy and social challenges that we face today. It embraces the principles of the Equality Act 2010 and Public Sector Equality Duty; sets out our Strategic Equality Objectives and Priorities; builds on our strong record of embedding diversity and equality in everything we do.

The Council's Vision is to improve the quality of life for everyone who lives and works in the borough. The Single Equality Framework will help to achieve this by prioritising equality outcomes that require intervention at a strategic level and it will ensure that we have the capacity to deliver our vision.

This year equality objectives have been incorporated within the Council's Strategic Plan and through robust delivery structures and processes these priorities are translated into work at all levels of the organisation.

2. Background

Deprivation and poverty are prominent features in Tower Hamlets and lack of access to affordable housing, high rates of unemployment and stark health inequalities affect the life chances of many residents. Yet the borough is also a place of contrast with immense wealth sitting alongside some of the highest levels of poverty in the country. While the average annual earnings of those working in the borough is £75,000 and its economy is worth £6billion per year, a third of households live on less than £15,000 per year and the borough has the highest rate of child poverty and lowest healthy life expectancy for women in the country.

The Council has a strong track record of working with our partners to reduce inequality and improve outcomes for local people. In 2014 we were re-awarded 'excellent' for the the Equality Framework for Local Government. However, since 2010 reductions in public sector funding have had a significant effect on the resources available to the Council and other local public sector organisations to tackle inequality. Furthermore the Coalition government's programme of welfare reform including changes to benefits, tax credits and support for families, is having a considerable impact on many residents in the borough. For those affected this means a drop in household income and we are already seeing the effects of these changes in increased rates of homelessness and people seeking advice in relation to their debts. Given the already high levels of deprivation and poverty in the borough, these changes are making it even harder for many households to get by with the potential for this to affect educational attainment, crime,

health and wellbeing in the borough. This is happening alongside growing demand for services as a result of a rapidly growing population. These issues converge to make Tower Hamlets a place in which existing inequalities could grow over coming years.

Tackling inequality and protecting vulnerable residents continue to be key priorities of Mayor Rahman's administration since he was elected as the Council's first Executive Mayor in 2010. Further reflecting this commitment, Lead Member for Policy, Strategy and Performance Councillor Aminur Khan has the lead responsibility for driving forward the administration's approach to promoting equality.

3. Leadership and vision

The Council's vision, developed in the Community Plan, is to improve the quality of life for everyone who lives and works in the borough.

Mayor Lutfur Rahman is the first Executive Mayor in Britain from a black or minority ethnic background, demonstrating the progress made in tackling inequality and discrimination in the borough. Since October 2010 the Mayoral model has provided the organisation with a clear focus and greater capability to tackle inequality. The Mayor's priority of protecting the most vulnerable has informed strategic and financial planning and was a key driver for developing the Council's budget for 2012-15. As a result of this approach the budget has protected frontline services and taken measures to ensure that the borough's most vulnerable residents are protected from budget savings.

The Mayoral model has offered real opportunities to develop a shared vision to unify different sections of our community, and provide unified leadership in times of difficulty and tension. One of the key pledges of the Mayor is to promote community cohesion and bring our diverse communities together. This commitment has been especially prominent in our collaborative approach in responding to far right groups such as Britain First, and the Shariah Project incidents in 2014, and to the EDL demonstration in 2013. Working with people from across the borough's diverse communities has been the basis for a unified response to those who seek to divide us, and during periods of tension the Mayor along with the community and our partners have mobilised to promote community cohesion.

4. Key Achievements in 2014-15

In March 2014 Tower Hamlets Council was successfully re-assessed against the criteria for the 'excellent' level of the Equality Framework for Local Government. Key findings from the comprehensive review highlighted that:

- The Council has built on experience and expertise in tackling inequality since the previous assessment in 2010, and has adapted methods and structures to address the new challenges that it faces. The Council continues to focus its resources on improving outcomes for its most vulnerable communities, with equality underpinning the Council's work with partners and stakeholders.
- Strong political and managerial leadership on equalities permeates Tower Hamlets Council. This appears to instil confidence across the organisation and staff have a clear understanding of equality, and how it can be used as a key driver for delivering improvements in the borough.
- There is evidence of nuanced and sophisticated partnership working, on areas such as hate crime and managing community tensions, which are clearly having a significant positive effect in the ability of the Council to respond quickly to situations as they arise.
- The Council has good quality up to date information about the demographics of its local communities and uses its diverse workforce to enrich this data, enabling it to build up a sophisticated and up to date picture of the local area.
- The Council uses commissioning and procurement to significant effect as a means of delivering on local equality and economic objectives. In order to get better value for money, its procurement strategy links equalities into the organisation's corporate vision and objectives, and opportunities to obtain wider (community) benefits when procuring have been identified and pursued.

The Council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment provides an evidence base for the Single Equality Framework and informs service planning across the Council to ensure the Council takes

full account of the borough's diversity in planning and designing services. Some of the key achievements against the Borough Equality Assessment for 2014/15 include:

A Healthy and Supportive Community

Analysis of the existing Public Health data shows that the group with the highest levels of obesity in the borough are Bangladeshi and Black boys aged 10-11 years. As part of the Council's priority to ensure every child has a healthy start there has been a focus throughout 2014/15 to reduce childhood obesity for these groups. To address this issue we have designed a community engagement project to raise awareness and identify opportunities for reducing obesity in boys – this will be rolled out during 2015.

The Public Health Team within the Council have commissioned a range of services to help residents stop smoking and using tobacco, with a specific focus on Black and Asian residents due to this group of residents having the highest prevalence rates of smoking. The Council has commissioned a flexible, culturally sensitive service in both Bengali and English for those looking to stop smoking, chewing tobacco or paan. Also, people from the Somali, South Asian and migrant communities in Tower Hamlets are provided with one-to-one support to help them give up tobacco use - female advisors are available for women if requested.

The Council has been running a "peer research" project that trains residents who have experience of adult social care to carry out research with other adult social care users. The rationale behind this is that we know people often feel more comfortable talking to people who have had similar experiences to them. One of the findings of the research was that adult social care users are sometimes unclear on the processes and decisions that happen in adult social care. This issue was particularly highlighted for research participants of a non-White British ethnic background, for example, due to problems with translating and explaining terms like "personalisation." As a result of this research, a series of workshops have been run with bilingual practitioners throughout 2014. These workshops have given staff the opportunity to discuss and agree how best to communicate difficult issues and terms in another language, with a view to improving how this is done overall.

A Great Place to live

The Council has signed up to P120 which is a scheme to provide appropriate family sized wheelchair accessible homes in partnership with all Registered Provider partners, developers and the GLA. Progress to date includes increased numbers of housing partners signing up to Project 120. In addition, audits have been undertaken of leasehold service charges, and service plans monitored in support of the Tenant's Federation 'Cards on the Table Campaign'.

The Council has worked in partnership with local disability advocacy organisation Real to deliver 'Local Voices' which is the Council's key mechanism for engaging, connecting and consulting disabled people. A steering group composed of disabled residents was established to ensure their needs shape service design and delivery. It offers the opportunity for disabled people to gain key employment skills. Key activities over 2014/15 have included steering group members attending the Accessible Transport Forum and discussing issues with stakeholders from TFL, DLR and Crossrail. They have also provided a disability perspective on the development of the Council's new online health and social care directory, improving its accessibility for disabled residents.

A Prosperous Community

There has been significant improvement in attainment levels across all Tower Hamlets schools over the last decade and local schools are now significantly above the national averages. However, Tower Hamlets is one of four London boroughs where the rates of progress for White British pupils continue to be below England as a whole. In terms of attainment, analysis undertaken by the Council shows that even with school improvements White British pupils in the borough are failing to make a 'step-change', and the gap in attainment is widening at each stage in the learning cycle. Throughout 2014/15 the Council has worked with key stakeholders to identify the barriers to learning and engaging with school life for White British pupils and examine local, regional and national best practise models for implementing intervention strategies. To address this issue the Council is currently undertaking a project to improve academic attainment for this group which will provide policy recommendations to inform and shape local interventions.

Local Voices delivered a number of welfare reform workshops for disabled residents with the focus specifically on the changes from Disability Living Allowance to Personal Independence Payments. The session was organised by disabled residents and brought together members of the Council's Central Benefits Team and local advice agencies to detail the changes taking place, answer

specific questions residents may have one on one, and signpost residents to the organisations where they will receive further help to complete forms and get any further queries answered.

The Council has continued to focus on improving academic attainment for young people and as a result GCSE results for 2014/15 were above the national average. Part of the local success has been the result of a targeted approach to specific groups. Examples of this approach has included special tuition sessions in academic English to improve literacy at 6th Form and challenging schools to identify and support any underperforming groups.

The Council has sought to assist more people into further education and university through continuing to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA). These awards support local young people to pursue Further and Higher Education. The policy for awarding these grants gives preference to more vulnerable students such as those who have been 'Looked After' and to students from low income families.

The 'Tower Hamlets Mayor's Charter of Child Rights' was launched on 11th March 2014 which represents a milestone in the Council's new partnership with UNICEF UK. Local children and young people decided which 10 articles of the UN convention on the Rights of the Child were most relevant to them. Tower Hamlets Council was the first organisation to sign the Charter. Other organisations to sign at the launch included Bart's Health NHS Trust, the Metropolitan Police, East London Foundation Trust and some of the borough's head teachers.

In 2012 the Mayor established a Fairness Commission to bring together people, ideas, opinions, experts and evidence to generate a fresh perspective on how to make Tower Hamlets a fairer place to live in the current financial and political climate. During its evidence gathering the Commission was tasked with engaging with people across the borough about its future, from big business and public services to small community groups and individual residents. 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. A recent progress report to the Council's Cabinet demonstrated strong progress in addressing the Commission recommendation with further activity set out in the Council's Strategic Plan 15/16. Key achievements for 2014/15 include working towards making Tower Hamlets becomes an online borough, towards which the Council and Partners delivered events for UK Go Online week for the first time. The Council has also made progress towards the recommendation to "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.

The Digital Inclusion Strategy and Action Plan is one of the first pieces of work to be completed from the Tower Hamlets Fairness Commission recommendations. Digital exclusion is a new facet of social exclusion, reducing access to employment support, benefits, financial support and benefits, advice, education and skills training, and social opportunities. This exclusion is increasing as more and more services are becoming predominantly or exclusively offered online.

Our research, using both national and local data highlighted that within Tower Hamlets those who are most likely to experience digital exclusion include older, disabled and low income residents. The report concluded that there are three elements to exclusion: access, skills and motivation.

In order to overcome this exclusion an action plan has been developed in partnership with the Council, Housing and Registered Providers; Third Sector Learning Providers and Advice Agencies. The action plan is currently being implemented.

A Safe and Cohesive Community

The Council developed a Violence against Women and Girls Plan in 2012 and is in its third year of operational activity. This has galvanised the development of a multi-agency response to tackling all forms of violence against women and girls in Tower Hamlets. In the past 12 months the Council has had a range of successful outcomes and has worked to proactively draw community members and professionals from across the borough to support our work. Key achievements for 2014/15 have included recruiting 7 schools to become 'whole school' champions in tackling VAWG and training of teaching staff and young people in 12 other schools, the recruitment and training of over 80 champions from across agencies and community members in the borough and working with voluntary and community organisations to engage the community on tackling VAWG.

The Council's Tension Monitoring Group which is made up of community and faith leaders, the Police, representatives from third sector organisations and senior Council officers have met throughout 2014/15 to tackle issues to do with community cohesion. The group coordinated the meeting of Christian organisations and Christian leaders from across the borough to develop a joint message responding to the activities of the far right group Britain First. The message, advocating solidarity with the Muslim community and the Tower Hamlets community in general and opposing all far right groups, was picked up through national media. This partnership

has also seen the development of localised interfaith projects, and a closer relationship between faith and community organisations, local young people, the Council and police.

The Tension Monitoring Group have also recently worked with local and London regional police officers, local faith and community organisations, and schools services in managing the tensions and impacts relating to three local young girls that had travelled abroad to Turkey, it is believed with the intentions of joining ISIS. The work has seen a multi-faceted set of responses from the partnership. Senior regional police officers have coordinated a police media message and international appeal for the girls, through consultation with the Council and the local community. The Council has worked closely with the Imams of mosques to coordinate the response and provide guidance around prevention of similar incidents occurring. The Council has coordinated local media messages through its newspaper and social media in response to the situation, as well as requesting concerned parents and residents to talk to Imams, teachers and local community leaders. These messages and the support available have been included in a guidance booklet for parents which has been disseminated through our community partners. There has also been enhanced engagement with schools, with young people and parents as well as further training for teachers.

One Tower Hamlets

Throughout 2014/15 the Council has continued to take actions to ensure it has a workforce that reflects the community that it serves. These activities have included employing a cohort of 12 adults with learning disabilities on a pre-apprenticeship programme. In addition, seven Leaving Care service users have been placed in teams across the Council to gain employment experience. The Council has undertaken a number of events to promote career progression for all staff. Examples include a Black and Minority Ethnic (BAME) Staff Network event which saw over 140 staff attending from across the organisation who came to hear guests speakers present inspirational talks about overcoming barriers to progression at work. The event included details of the Council's current staff development initiatives. A workshop at the end of the session also gave staff an opportunity to feedback on what they thought were the organisational, management, policy barriers they faced in achieving success. Feedback from the workshop will shape future Workforce to Reflect the Community strategies.

The Council has been running an over 50s Tea Dance programme for older residents for the past eight years at the Brady Arts Centre. The initiative brings together elderly residents and organisations from different areas across the borough. The project has been a great success, with high levels of attendance and continues to grow and engage local people. Due to the popularity of the programme, in 2014 the Council decided to fund a large tea dance event to bring participants and the community together.

The Council worked in partnership with Alternative Arts and various organisations such as Tower Hamlets Sports Development and Sports4Women to celebrate Intentional Women's Week and champion gender equality. A number of events were delivered throughout the year which focused on the theme of 'Women in Public Life' which aimed to raise aspirations through championing success stories.

The Stonewall Workplace Equality Index (WEI) is an annual independent benchmarking exercise of workplace culture for LGBT staff and ranks the top 100 employers in Britain for LGBT equality. The results for the 2015 WEI show that Tower Hamlets Council is performing higher than average within the public sector and has maintained high marks in a number of criteria including the development and ongoing support of a network group for LGBT staff. The WEI also highlighted that the Council has effective procurement policies in place, carries out successful work in schools to tackle homophobic behaviour and has a high level focus on LGBT equality through senior staff championing.

The Council has undertaken an extensive consultation campaign called Your Borough Your Voice which has focused on priorities for the future for the Community Plan and to inform the Medium Term Financial Plan. A wide range of stakeholders and groups, representing our diverse community have been involved in engagement activity and events. The consultation included two resident workshops which included sessions exploring the difficult funding choices faced by the Council and looking at education and social care services in detail. The outcomes will help the Council to continue to deliver excellent services within an environment of increased demand and restricted resources.

5. Valuing Diversity: Our Policy Statement on Diversity and Equality

Valuing diversity is one of the four core values of the Council. We will promote diversity and equality in everything we do to improve the quality of life for everyone living, working and visiting Tower Hamlets. The borough's diversity is one of its greatest strengths and assets. We will build upon this by working with the Tower Hamlets Partnership to provide accessible and responsive services that enable everyone to be a part of the social, cultural and economic wealth of the borough. Achieving this is central to delivering the Council's vision. It is linked to our Strategic Plan priorities and objectives and forms a driving force within the Community Plan and is key to creating a cohesive community.

Our commitment is supported by a legal duty to have due regard to tackling discrimination, advancing equality of opportunity and fostering good relations between different groups. This provides an important tool to help further embed diversity and equality in the culture of the organisation. We believe we have a strong moral and social duty to do everything we can to challenge prejudice and discrimination and promote better understanding and respect. At the same time we recognise that discrimination takes place and tensions can sometimes exist between different communities.

As a service provider we will:

- Promote equality of opportunity and eliminate discrimination in the planning and delivery of our services in terms of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships.
- Promote good relations between communities and address negative stereotyping of any groups;
- Advance equality of opportunity between people from different groups; and
- Tackle harassment relating to a person's age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status and marriage and civil partnership status.

As an employer we will:

- Develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination for our workforce in all areas of employment (including recruitment, retention, learning and development, promotion, grievance, disciplinary and retirement); and
- Ensure that our workforce reflects the diverse nature of the borough.

6. Delivering and Monitoring Improvement: Our Equality Objectives

The Single Equality Framework identifies our strategic priorities to promote equality. It also includes the actions we will take as an employer to promote equality and develop a workforce that reflects our community and the activities we will deliver to improve our equality practice across the organisation. The analysis which underpins the Framework informs the wider plans and strategies of the Council and Tower Hamlets Partnership, including:

The Community Plan sets out the vision and objectives of the Tower Hamlets Partnership. The Plan was developed in 2011 and is currently being refreshed. It embraces the breadth of strategies which the Council and its partners have in place to deliver our vision and objectives. An overarching theme for the Community Plan is a commitment to building One Tower Hamlets and puts tackling inequality, strengthening cohesion and building strong and effective community leadership at the heart of all that we do.

The Council's Strategic Plan sets out a work plan for Tower Hamlets Council and is updated annually. We have embedded our equality priorities within the Strategic Plan to ensure the promotion of equality is at the forefront of the Council's work in responding to the financial, policy and social challenges that we face today and that a focus on equality informs the business planning of the organisation.

The Council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment brings together the latest evidence on age, disability, gender, race, religion/belief equality, sexual orientation and transgender inequality in the borough. Produced through engagement with services, residents, community groups and partners the Assessment provides an evidence base for services across the Council to ensure that they take full account of the borough's diversity in planning and designing services.

Our equality objectives for 2015/16 are embedded within our Strategic Plan. The key relevant actions, which are part of the 2015/16 Strategic Plan, are set out below and are made up of:

- Strategic Priorities, Actions and Milestones where the primary intention is to reduce inequality between people from different protected groups
- Strategic Performance Measures which relate to an outcome where we know that there are inequalities between different groups and where we will seek to narrow the gap

Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the availability of affordable housing including family sized housing	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2015
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2016
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016
Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils	Jackie Odunoye (D&R)	31/03/2016
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable	Jackie Odunoye (D&R)	31/03/2016
Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120	Jackie Odunoye (D&R)	31/03/2016
Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018	Jackie Odunoye (D&R)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Seek to mitigate homelessness and improve housing options	Cllr Rabina Khan Jackie Odunoye, Colin Cormack (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate	Jackie Odunoye (D&R)	30/05/2015
Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Colin Cormack (D&R)	31/05/2015
Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan	Colin Cormack (D&R)	31/03/2016
In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme	Jackie Odunoye (D&R)	31/03/2016
Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Reduce the number of Council homes that fall below a decent standard	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Commence Year 5 Decent Homes (DH) Programme using DHs contractors	Jackie Odunoye (D&R)	30/04/2015

Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2016
Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded	Jackie Odunoye (D&R)	31/03/2016
Make 917 homes decent	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative)	Cllr Rabina Khan / Cllr Alibor Choudhury Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Refresh and update the Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2015
Continue with the Home Energy Efficiency Programme offering one to one tailored advice to residents focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/03/2016
Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund	Jackie Odunoye (D&R)	31/03/2016
Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver a Multi-Faith burial ground	Mayor Lutfur Rahman Ann Sutcliffe (D&R)	31/05/2015
Milestone	Lead Officer	Deadline
Complete lease for the site	Ann Sutcliffe (D&R)	30/04/2015
Market the site	Ann Sutcliffe (D&R)	31/05/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman / Cllr Alibor Choudhury Louise Russell / John McDermott (LPG), Shazia Hussain (CLC)	31/01/2016
Milestone	Lead Officer	Deadline
Engage residents through the Local Community Ward Forums to identify local priorities	Shazia Hussain (CLC)	31/01/2016
Complete a review of the Partnership structures and roles for community volunteering	Robin Beattie (CLC)	30/04/2015
Raise awareness of, and engage residents in, the use of the Council's budget consultation tools and channels	Louise Russell / John McDermott (LPG)	30/09/2015
Understand and provide public feedback on residents' priorities	Louise Russell / John McDermott (LPG)	31/12/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Review current arrangements through consultation with forums and stakeholders	Louise Russell (LPG)	01/10/2015
Establish a revised framework to ensure Every Voice Matters	Louise Russell (LPG)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Expand free early education places of high quality for disadvantaged two-year-olds	Clr Gulam Robbani Anne Canning (ESCW)	31/01/2016
Milestone	Lead Officer	Deadline
Undertake local marketing campaign to increase take up of disadvantaged 2 year old places	Anne Canning (ESCW)	31/05/2015
Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience	Anne Canning (ESCW)	31/07/2015
Create 750 additional places to offer disadvantaged 2 year olds	Anne Canning (ESCW)	31/01/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium (EYFS)	Cllr Gulam Robbani Anne Canning (ESCW)	31/07/2015
Milestone	Lead Officer	Deadline
Roll out second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme	Anne Canning (ESCW)	31/07/2015
Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; begin the programme in the summer term and use QA and review processes as for ETHCaT	Anne Canning (ESCW)	31/07/2015
Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school	Anne Canning (ESCW)	31/07/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the number of children achieving 5 A* to C GCSE grades including English and maths	Cllr Gulam Robbani Anne Canning (ESCW)	03/09/2015
Milestone	Lead Officer	Deadline
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Anne Canning (ESCW)	31/07/2015
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Anne Canning (ESCW)	30/09/2015

Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Anne Canning (ESCW)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Bring A Level results above the national average	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Anne Canning (ESCW)	30/09/2015
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Anne Canning (ESCW)	30/09/2015
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Anne Canning (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Embed the UNICEF UK Child Rights programme across the Children and Families Partnership	Cllr Gulam Robbani Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Evaluate the pilot and agree next steps in the development of the Child Rights based approach	Kate Bingham (ESCW)	31/03/2016
Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership	Kate Bingham (ESCW)/Simon Kilbey (Resources)	31/03/2013

Activity	Lead Member, Lead Officer and Directorate	Deadline
Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA)	Cllr Gulam Robbani / Cllr Alibor Choudhury Anne Canning (ESCW)	31/01/2016
Milestone	Lead Officer	Deadline
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Anne Canning (ESCW)	31/07/2015
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Anne Canning (ESCW)	30/11/2015
Undertake publicity and advertise the MEA and MHEA schemes	Anne Canning (ESCW)	31/12/2015
Apply the MEA and MHEA policy to determine applications	Anne Canning (ESCW)	31/12/2015
Make payments	Anne Canning (ESCW)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maintain investment in youth services and provision for young people	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Undertake full review of all youth centres including a health and safety audit to support the development of improvement plans	Andy Bamber (CLC)	30/06/2015
Rebrand and re-launch the service in consultation with communication team	Andy Bamber (CLC)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide effective support for parents and governors	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets	Anne Canning (ESCW)	31/09/2015
Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role	Anne Canning (ESCW)	31/03/2016
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed	Anne Canning (ESCW)	31/03/2016
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Anne Canning (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Children and Families Act 2014 to support children with special educational needs	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion with 45% converted by September 2015	Anne Canning (ESCW)	31/09/2015
Review the quality of EHC plans	Anne Canning (ESCW)	31/09/2015
Complete improvements to local offer and formally launch	Anne Canning (ESCW)	31/06/2015

Commission services in partnership with fellow commissioners to minimise gaps and responds to JSNA data	Anne Canning (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support residents into jobs through employment and skills programmes	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Luke Adams (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Luke Adams (ESCW)	31/03/2015
Evaluate pilot services in outreach sites and recommend next phase of development	Andy Scott (D&R)	30/09/2015
Facilitate 3500 local residents per year through training programmes	Andy Scott (D&R)	31/03/2016
Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year	Andy Scott (D&R) / Simon Kilbey	31/03/2016
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women	Andy Scott (D&R)	31/03/2016
Develop recruitment partnership arrangements for commercial placements	Andy Scott (D&R)	31/03/2016
Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Andy Scott (D&R)	31/03/2016
Facilitate 5000 local residents into work each year, with quarterly progress reports	Andy Scott (D&R)	31/03/2016 & quarterly

Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide high quality support and training to assist young people into sustainable employment	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Diana Warne (ESCW), Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Diana Warne (ESCW)	30/09/2015
Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer	Diana Warne (ESCW), Andy Scott (D&R)	31/03/2016
Facilitate 2000 local residents into apprenticeship opportunities in partnership with key stakeholders	Andy Scott (D&R)	31/03/2016
Provide a minimum of two job fairs during the year for NEETs, with one delivered by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016
Provide a Level 2 Award in Leadership programme for 200 young people, with at least 100 females having completed the programme by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Women and Health employment programme focusing on the priority of maternity and early years	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Quarterly steering group meetings	Somen Banerjee (ESCW) & Andy Scott (D&R)	31/03/2016
Mid-term review to identify further developments required	Andy Scott (D&R)	31/03/2016
Support 100 women through training courses and placements	Andy Scott (D&R)	31/03/2016
Develop progression routes for end of placement	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support English for Speakers of Other Languages (ESOL)	Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Develop a Skills for Life integrated framework for Idea Store Learning	Shazia Hussain (CLC)	31/10/2015
Track the impact of the new funding options for ESOL in the borough and the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Drive the ongoing partnership wide programme around welfare reform	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Roll out a communication and awareness raising programme for residents in relation to Universal Credit	Louise Russell (LPG)	30/04/2015
Develop local support and triage arrangements	Louise Russell (LPG)	30/09/2015
Ensure integrated local support for the roll out of Universal Credit	Louise Russell (LPG)	01/03/2016
Develop activity to support disabled residents with transition to Personal Independence Payments	Louise Russell (LPG)	31/03/2016
Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Digital Inclusion Strategy	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Launch event for Digital Inclusion Strategy to raise awareness	Louise Russell (LPG)	31/05/2015
Oversee implementation of the Digital Inclusion Action Plan	Louise Russell (LPG)	31/03/2016
Complete procurement of WIFI provision contract	Andy Scott (D&R)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cllr Ohid Ahmed Andy Bamber (CLC)	20/12/2015
Milestone	Lead Officer	Deadline
Recruit and train 25 professional & community VAWG Champions	Andy Bamber (CLC)	30/06/2015
Deliver 12 multi-agency VAWG training sessions	Andy Bamber (CLC)	30/09/2015
Ensure that all third party reporting centres are trained specifically to enable them to respond appropriately to VAWG referrals	Andy Bamber (CLC)	20/12/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
With our partners, deliver the Partnership Community Safety Plan	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2016
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the responsiveness and visibility of our ASB services	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Appoint Command and Control Project Manager with project plan developed	Andy Bamber (CLC)	30/09/2015
Implement restructure recommendations with a new joint Responsiveness and Investigation team	Andy Bamber (CLC)	30/09/2015
Develop new case management procedure manual and implement Civica improvements with training provided to staff	Andy Bamber (CLC)	30/09/2015
Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action	Andy Bamber (CLC)	31/03/2016
Develop further crime and ASB response services, with dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility	Andy Bamber (CLC)	31/03/2016
Implement case management system update to enable faster investigation and evidence gathering for cases of serious ASB which require court proceedings	Andy Bamber (CLC)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Celebrate our diversity with community events every month	Cllr Shafiqul Haque Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Establish arrangements for the commemoration of local living heroes	Shazia Hussain (CLC)	30/09/2015
Deliver or support at least one community event every month	Shazia Hussain (CLC)	31/03/2016
Deliver a programme of events which celebrate the diversity of the local community including:	Louise Russell (LPG)	
Black History Month		30/09/2015
Interfaith Week		30/11/2015
International Day for Disabled People		31/12/2015
LGBT History Month		20/02/2016
International Women's Week		31/03/2016
Support the celebration of World Food Day in October	Shazia Hussain (CLC)	31/10/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure every child has a healthy start	Cllr Gulam Robbani / Cllr Abdul Asad Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Increase the number of parents and carers with good physical and mental health before, during and after pregnancy	Somen Banerjee (ESCW)	31/03/2016
More 0-5s with secure emotional attachment and good cognitive development	Somen Banerjee (ESCW)	31/03/2016
Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits	Somen Banerjee (ESCW)	31/03/2016
Reduce dental decay in 0-5 year olds	Somen Banerjee (ESCW)	31/03/2016
More 0-5s developing physically and socially through play	Somen Banerjee (ESCW)	31/03/2016
Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs	Somen Banerjee (ESCW)	31/03/2016
Improve the rate of 0-5 year olds who are fully immunised	Somen Banerjee (ESCW)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Support people to live healthier lives	Cllr Gulam Robbani / Cllr Abdul Asad Somen Bannerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Implement a borough wide healthy food standard, based on evidence, across partner agencies	Somen Banerjee (ESCW)	30/09/2015
Develop and implement a borough wide tobacco control strategy	Somen Banerjee (ESCW)	31/03/2016
Monitor the implementation of the Local Development Framework and its impact	Somen Banerjee (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the support available to people with mental health conditions	Cllr Gulam Robbani / Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Review the current community pathways for older adults with a functional mental health problem	Luke Adams/Dorne Kanareck (ESCW)	30/06/2015
Develop and implement a refreshed service model for child and adolescent mental health services	Luke Adams/Dorne Kanareck (ESCW)	30/09/2015
Develop a family orientated approach to mental health across the partnership for parents with a mental health problem	Luke Adams/Dorne Kanareck (ESCW)	31/12/2015

Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem	Luke Adams/Dorne Kanareck (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve early detection and awareness of long-term conditions and cancer	Mayor Lutfur Rahman / Cllr Abdul Asad Dorne Kanareck / Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self-management of conditions	Somen Banerjee (ESCW)	30/09/2015
Increase the uptake of breast, bowel and cervical screening	Somen Banerjee (ESCW)	31/03/2016
Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment	Somen Banerjee (ESCW)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor Lutfur Rahman, Cllr Abdul Asad Somen Banerjee (ESCW), Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Bring successfully the commissioning of early years (0 -5) public health services into the local authority	Somen Banerjee (ESCW)	30/11/2015
Identify roles and responsibilities across the Council for Public Health Outcomes Framework Indicators and align with JSNA and Health and Wellbeing Strategy	Somen Banerjee (ESCW)	31/03/2016
Support 2900 people to quit smoking	Somen Banerjee (ESCW)	31/03/2016
Develop a new Partnership Substance Misuse Strategy for 2016-2018	Andy Bamber (CLC)	31/03/2016
Deliver a community led healthy walks programme	Shazia Hussain (CLC) / Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver free school meals for all primary pupils in the borough	Cllr Abdul Asad Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure parents of children entitled to Free School Meals under the Governments national scheme continue to claim for this	Kate Bingham (ESCW)	31/03/2016

Monitor individual children's nutritional intake with a view to supporting parents and address public health outcomes	Kate Bingham / Somen Banerjee (ESCW)	31/03/2016
Work with schools with a lower uptake rate in order to identify how this can be improved	Kate Bingham (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse	Cllr Ohid Ahmed Andy Bamber (CLC) / Somen Banerjee (ESCW)	30/09/2015
Milestone	Lead Officer	Deadline
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (ESCW)	30/09/2015
Strategic Priority 4.2: Enable people to live independently		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve support to Carers	Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	30/09/2016
Milestone	Lead Officer	Deadline
Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act	Luke Adams, Dorne Kanareck (ESCW)	30/06/2015
Develop new Carers Plan with monitoring mechanisms put in place	Luke Adams, Dorne Kanareck (ESCW)	30/09/2015

Activity	Lead Member, Lead Officer and Directorate	Deadline
Enable personalised support for the borough's most vulnerable residents	Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Work with local health partners to deliver an Integrated Personal Commissioning budget for service users	Dorne Kanareck (ESCW)	31/03/2016
Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing	Luke Adams (ESCW)	31/03/2016
Deliver four community events to help address social isolation and loneliness	Dorne Kanareck (ESCW)	31/03/2016
Undertake strategic review of free homecare to understand its impact in the light of the Care Act	Dorne Kanareck (ESCW)	31/03/2016

Strategic Priority 4.3: Provide excellent primary and community care		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop further integrated working between health, social care and housing	Cllr Abdul Asad Dorne Kanareck / Luke Adams / Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (eg pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing	Somen Banerjee (ESCW)	30/09/2015
Define the local authority's role in the delivery of the Borough's integrated care programmes	Dorne Kanareck/Luke Adams (ESCW)	30/09/2015
Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England	Luke Adams, Dorne Kanareck (ESCW)	31/03/2016
Develop a multi-agency approach with health partners when treating service users with both mental and physical health conditions	Somen Banerjee/Dorne Kanareck/Luke Adams (ESCW)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Care Act	Cllr Abdul Asad Dorne Kanareck / Luke Adams (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Develop and implement a health and social care prevention strategy and information advice strategy	Somen Banerjee (ESCW)	30/09/2015
Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services	Dorne Kanareck/Luke Adams (ESCW)	31/03/2016
Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with partner agencies to protect vulnerable adults	Cllr Abdul Asad Luke Adams(ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report	Luke Adams (ESCW)	30/09/2015
Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month	Luke Adams (ESCW)	30/10/2015
Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol	Luke Adams (ESCW)	31/03/2016

Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi-agency response to safeguarding vulnerable adults	Luke Adams (ESCW)	31/03/2016
Ensure local agencies comply with the Winterbourne Actions	Luke Adams (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide proportionate support to vulnerable children and families	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Nasima Patel (ESCW)	01/06/2015
Implement the use of the Signs of Safety tools across all agencies to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Nasima Patel (ESCW)	01/06/2015
Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS)	Nasima Patel (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Introduce improvements to the adoption system	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Nasima Patel (ESCW)	31/03/2016
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Nasima Patel (ESCW)	31/03/2016

Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days	Nasima Patel (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve identification of, and response to, victims of child sexual exploitation	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Increase awareness of child sexual exploitation through training and learning events	Nasima Patel (ESCW)	31/03/2016
Improve the identification of those vulnerable to exploitation to ensure that they are protected	Nasima Patel (ESCW)	31/03/2016
Support children / young people in a exploitative relationship to achieve positive outcomes	Nasima Patel (ESCW)	31/03/2016
Strategic Priority 5.1: Reduce inequalities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Employ a workforce that fully reflects the community it serves	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Deliver on the Workforce to Reflect the Community targets as set by Council	Simon Kilbey (RES)	31/03/2016
Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016

Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Refresh our strategies around diversity and cohesion	Mayor Lutfur Rahman Louise Russell (LPG)	30/06/2015
Milestone	Lead Officer	Deadline
Finalise the Single Equality Framework and develop key equality measures	Louise Russell (LPG)	30/06/2015
Refresh One Tower Hamlets vision refreshed within new Community Plan	Louise Russell (LPG)	30/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Jackie Odunoye / Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities	Jackie Odunoye (D&R)	30/06/2015
Ensure the Council is represented at and presents the Council's position and contributes fully to the THHF Executive and 8 sub Committees	Jackie Odunoye (D&R)	31/03/2016
Work with THHF on the delivery of at least 2 partner seminars or conferences	Jackie Odunoye (D&R)	31/03/2016
Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions	Andy Scott (D&R)	31/03/2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop the Council's approach to procurement	Cllr Alibor Choudhury Zamil Ahmed (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Support the achievement of the Mayor's procurement commitment through improved supplier market development	Zamil Ahmed (RES)	31/03/2016
Develop new Procurement Strategy 2016-19	Zamil Ahmed (RES)	31/03/2016
Embed category management and cross-departmental collaboration to achieve better procurement outcomes	Zamil Ahmed (RES)	31/03/2016
Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing	Zamil Ahmed (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cllr Alibor Choudhury Chris Holme, Richard Lungley and John Jones (RES)	30/09/2016
Milestone	Lead Officer	Deadline
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17	Barry Scarr (RES)	30/09/2015
Develop a strategic financial planning response to the next government's spending review	Barry Scarr (RES)	30/09/2015
Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16	Louise Russell (LPG)	31/03/2016

To ensure that we are able to track performance against our equality objectives for 2015/16 we have identified a set of performance measures where performance is disaggregated by different equality groups. This is to ensure that improvement and progress in performance is leading to benefits for the borough as a whole. This disaggregation also allows us to develop actions to narrow the gap in terms of outcomes for specific groups. Being able to track whether overall improvements are also narrowing the gap in outcomes for different groups will in turn inform future business planning. This approach also demonstrates that we are meeting the requirements of the Public Sector Equality Duty.

As a result of the disaggregation the Council identified a set of performance measures requiring particular focus in 2014/15. These measures have been chosen due to the disparity in performance in relation to specific Protected Characteristics with the widest gaps between groups. These will continue to be prioritised in 2015/16 as we begin to evaluate and review interventions being taken to narrow the gap. THESG agreed that its quarterly Service Head meetings should focus on one key measure per session and selected one measure per Directorate as follows:

- Employment rate compared between Tower Hamlets and London Average for women and BAME residents
- Number of young people not in education, employment or training (NEET) who are from a White British background
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths for White British students
- Proportion of staff that are LP07 or above who are from an ethnic minority, female or have a disability. Further detail on current performance in relation to these measures is set out in the table below.

Performance of these measures and updates on how directorates are addressing the disparity in performance will be provided to THESG on an ongoing basis. The role of THESG will be to consider proposed activity and assist in identifying further opportunities for activity on a Council wide basis to enable the gap to be further closed. See Key Achievements section for progress made on GCSE achievement.

The list of all measures to track performance is set out below along with the equality groups by which we will disaggregate these measures. These groups have been identified on the basis of evidence of differential outcomes between people from these groups.

Community Plan theme	Performance Measure and Targets 2015/16	Equality groups to monitor
	Strategic measure	
A Great Place to Live	Number of affordable homes built which are wheel chair accessible	n/a Number of homes built through Project 120
	The number of affordable social rented housing completions for family housing	n/a
	Number of overcrowded families rehoused	TBC
	Percentage of overall housing stock that is not decent	n/a
A Prosperous Community	Early Years Achievement - Percentage of children achieving a Good Level of Development	Disability, Ethnicity, Gender
	Percentage of children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2	Disability, Ethnicity, Gender
	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	Disability, Ethnicity, Gender
	Average Point Score per A Level Student (FTE)	Disability, Ethnicity, Gender
	Percentage of young people not in education, employment or training (NEET)	Disability, Ethnicity, Gender
	Number of job starts for Tower Hamlets residents	Disability, Ethnicity, Gender
	Employment rate (gap v London)	Disability, Ethnicity, Gender
	Jobseekers Allowance Claimant Count (gap v London)	Disability, Ethnicity, Gender

A Safe and Cohesive Community	Satisfaction with the police and other local public services on ASB issues in the local area'	Disability, Age, Ethnicity, Gender, Sexual Orientation
	Proportion of residents who believe people from different backgrounds get on well together in their local area	Disability, Age, Ethnicity, Gender, Sexual Orientation, Gender-Reassignment, Religion / Belief
A Healthy Community	Life expectancy at birth (male/female)	Gender, Ethnicity
	Smoking cessation	Gender, Ethnicity
	Excess weight in 4-5 year olds	Disability, Ethnicity, Gender
	Proportion of people using social care who receive self-directed support, and those receiving direct payments	Ethnicity, Disability
	Social care-related quality of life	Disability, Religion/Belief, Gender, Age
	Percentage of ethnic minority background children adopted	Disability, Religion/Belief, Gender, Age, Race
One Tower Hamlets	Proportion of staff that are LP07 or above who are from an ethnic minority	Ethnicity
	Proportion of staff that are LP07 or above that are women	Gender
	Proportion of staff that are LP07 or above who have a disability	Disability

7. Embedding Equality

Robust structures and processes ensure that our equality objectives are translated into work at all levels of the organisation. In 2015/16 the Lead Member with responsibility for equality is Cllr Aminur Khan and the Scrutiny Lead for the Law, Probity and Governance Directorate is Cllr Peter Golds who has diversity, equality and community cohesion within his remit. The Corporate Director responsible for diversity and equalities is the Head of Paid Service, Stephen Halsey, and the One Tower Hamlets Team in the Law, Probity and Governance Directorate facilitates and coordinates equality and diversity work across the Council. Within directorates there are Strategy, Policy and Performance (SPP) teams with responsibility for promoting and mainstreaming diversity and equality. The above structures ensure that our equality objectives are cascaded and implemented throughout the organisation.

In order to maintain and develop existing good practices, the Council has in place a number of business planning processes which support our work on equality:

1. The Tower Hamlets Equality Steering Group (THESG) is the Council's strategic level group with responsibility to promote equality and eliminate discrimination. It is the role of the Group to identify processes and projects that will embed and mainstream equalities and put structures in place to meet our equality objectives. Meetings are chaired by the Corporate Director for Development and Renewal, Aman Dalvi, and takes place monthly with representation from each directorate. SPP officers from all directorates attend these meetings to ensure a strong focus on equality and diversity is embedded and becomes "business as usual" across the Council.
2. Each service, team and individual work plan is expected to draw on the Borough Equality Assessment and include diversity and equality objectives that arise from the equality objectives set out in the Strategic Plan, as well as actions arising from equality analyses. Our processes are designed to ensure that staff consider equality issues as part of their day-to-day work, including our duties to promote equality in employment. To support this, a range of training is offered by Corporate Learning and Development including a section about equality in corporate induction, disability awareness and equality and diversity workshops. There is also detailed information available on the intranet which provides an easy guide for staff to help mainstream equalities.

Below is an outline of the key activities that the Council will undertake during 2015/16 to ensure we deliver our Strategic Equality Objectives and embed equalities across the organisation:


Activities	Milestone	Deadline
Undertake Equality Analysis (EA) to assess the impact of changes in policy, service design and strategy on people from different backgrounds	Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16	31/03/16
Ensure that all our team plans incorporate relevant diversity and equality objectives and targets.	Undertake an annual review of team plans and reported to the Council's Performance Review Group.	31/09/2015
Ensure that our policies are compliant with equalities legislation.	Committee reports and budget proposals must include consideration of 'One Tower Hamlets' implications and an equality analysis as required. The CS&E team will undertake sample testing of EAs to improve quality and ensure they are fit for purpose.	Ongoing 31/05/2015
Involve communities, staff and stakeholders in the design, review and scrutiny of our services and employment practices.	Three cross-cutting equality staff forums (covering Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender and Disabled Staff) meet every quarter. We also have three self-organised Staff Forums that meet regularly: the Muslim Staff Forum and two Christian Prayer Groups. External community forums including the Interfaith	ONGOING ONGOING ONGOING

	<p>Forum, Rainbow Hamlets and Local Voices (a forum for disabled residents) meet on a regular basis.</p> <p>Partnership Forums include: the New Residents and Refugee Forum; the No Place for Hate Forum and; the Older People's Partnership Board meet on a regular basis.</p> <p>We will continue to monitor the representativeness of Community Champions and seek to ensure they reflect communities across the borough.</p>	<p>ONGOING</p> <p>31/03/2016</p>
Benchmark our policies and practices against other public bodies and seek external validation of our equality achievements	<p>We work with Local Government Association and other relevant cross-borough, regional and national groups to test our practice. This includes:</p> <p>Stonewall Equality Index</p> <p>Investors in People Gold Award</p>	<p>30/09/2015</p> <p>30/09/2015</p>
Increase the extent to which our workforce reflects the local community	Deliver WFRC Action Plan 2015	31/03/2016
Complete Submission for Stonewall Workplace Equality Index 2016	<p>Deliver Improvement Action Plan based on feedback provided by Stonewall from WEI 2015 submission. Key areas of focus include:</p> <ul style="list-style-type: none"> • Strengthening Employee Policies • Appropriating Training for All 	Complete by 30/09/2015

	<ul style="list-style-type: none"> • Network Functions • All-Staff Engagement • Career Development Opportunities • Scrutiny of Diversity Promotion within Teams • Monitoring of Sexual Orientation within the Organisation • Procurement Activities • Improving Community Engagement 	
Ensure that the promotion of equality and elimination of discrimination informs all procurement activities	All major procurement exercises are subject to the Tollgate process which ensures that in developing contract specifications we ensure that externally provided services are accessible to all groups and that performance targets are set to reduce existing gaps in outcomes between different groups.	ONGOING
Improve our understanding of the profile of people who use our services and their outcomes	Publish an accurate and up to profile of the groups which access our services as part of the Public Sector Equality Duty. As recommended by the EFLG assessment we will seek to extend the availability of monitoring data, particularly for people with disabilities who are the victims of hate crime.	30/09/2015
Provision of more support to Members to	We will provide a Members seminar on Ward	30/09/2015

understand demographic data and 'what does this mean' for communities in relation to equality	profiles with a specific focus on equality Review and update the Borough Equality Assessment on an annual basis	
Seek Gold Standard for Investing in People	Publication of quarterly, printed Directorate Newsletters (Your Directorate, Your Voice)	30/09/2015
	Develop an interactive area on the intranet (Your Workplace, Your Voice) for staff to engage, comment and ask questions	30/09/2015
	Develop Continuous Improvement Groups	30/09/2015
	Create a staff suggestion scheme	30/09/2015
	Create Your Voice Ambassadors to convey key messages and feedback staff views	30/09/2015
	Refresh the Staff Recognition Scheme	30/09/2015

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Cabinet 8 th April 2015	 TOWER HAMLETS
Report of: Corporate Director Resources	Classification: Unrestricted
Strategic Performance and Corporate Revenue and Capital Monitor Q3 2014/15 (Month 9)	

Lead Member	Cabinet Member for Resources. Cllr Alibor Choudhury
Originating Officer(s)	Kevin Miles, Chief Accountant. Louise Russell, Service Head, Corporate Strategy and Equality
Wards affected	All
Community Plan Theme	All
Key Decision?	No

Executive Summary

This monitoring report details the financial outturn position of the Council at the end of Quarter 3 compared to budget, and service performance against targets. This includes the projected year-end position for the:

- General Fund Revenue, Housing Revenue Account and Capital Programme; and
- An overview of Quarter 3 performance for the reportable Strategic Measures.

Recommendations:

The Mayor in Cabinet is recommended to:

- Note the Council's financial performance compared to budget for 2014/15 as detailed in Sections 3 to 6 and Appendices 1-4 of this report
- Approve the use of specific reserves set aside for ICT infrastructure works as set out in paragraph 4.7.
- Review and note the 2014/15 quarter 3 performance for reportable Strategic Measures in section 7 and Appendix 5.

1. <u>REASONS FOR THE DECISIONS</u>
1.1. Good financial practice requires that regular reports be submitted to Council/Committee setting out the financial position of the Council against budget, and its service performance against targets.
1.2. The regular reporting of the Strategic Performance and Corporate Revenue and Capital Budget Monitoring should assist in ensuring that Members are able to scrutinise officer decisions.

2. <u>ALTERNATIVE OPTIONS</u>	
2.1.	The Council reports its annual outturn position against budget for both revenue and capital net spend. It also reports its strategic performance.
2.2.	Significant variations, trends and corrective action are reported in the body and appendices of the report. No alternative action is considered necessary beyond that included below and this report is produced to ensure that Members are kept informed about decisions made under the delegated authority.

3. DETAILS OF THE REPORT

- 3.1 This monitoring report details the financial position of the Council at the end of December 2014 (Month 9) compared to budget. The report includes details of;
- General Fund Revenue and Housing Revenue Account;
 - Capital Programme; and
 - Performance for strategic measures

3.2 General Fund

As at the end of December 2014, the net projected General fund outturn position is £295.685m. This represents on a £1.702m overspend, this is approximately 0.6%, on the approved budget of 293.933m.

The current position is summarised below

Narrative	£m
Budget	293.933
Education, Social Care and Wellbeing Overspend	1.025
Resources – Housing Benefit Adjustment	1.600
Corporate and Central – Additional Income	(0.800)
Other Movements	(0.073)
Forecast Outturn	295.685

ESCW have identified the factors driving the overspend and will keep CMT updated on the latest position and action taken to minimise the impact. A growth bid is being sought to cover the overspend arising from Housing Benefit Subsidy.

3.3 HRA

The HRA is projecting an underspend position of 0.74 m 2014/15. This is less than 1.0% of the total budgeted income of £90.6m.

3.4 Capital Programme

Directorates have spent 36% of their capital budgets for the year (£70.3m against budgets of £192.5m). Further information is provided in section 6 of the report and Appendix 4.

3.5 More detailed financial information is contained in the following report appendices:

- Appendix 1 - lists Revenue and Capital budget / target adjustments (including virements).
- Appendix 2 - provides the General Fund budget outturn forecast by Directorate. This is shown at service area level and contains explanations of any major variances.
- Appendix 3 – provides the budget outturn forecast for the HRA
- Appendix 4 – provides the projected Capital Monitoring outturn position
- Appendix 5 – provides a summary of the Strategic Measures

4 **FINANCE OVERVIEW**

4.1 The following table summarises the current expected outturn position for the General Fund.

SUMMARY	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Law, Probity and Governance	9,291	6,968	7,643	675	9,233	(58)
Communities, Localities and Culture	79,122	55,012	55,978	966	79,122	0
Development and Renewal	15,682	11,820	15,387	3,567	15,682	0
Education, Social Care and Wellbeing	222,309	177,435	168,818	(8,617)	223,334	1,025
Resources	7,386	5,541	3,656	(1,885)	8,971	1,585
Corporate Costs / Capital Financing	(39,857)	(29,892)	11,240	41,132	(40,657)	(800)
Total	293,933	226,884	262,722	35,838	295,685	1,752

4.2 Year-to-date variances are explained in the detailed budget analysis in Appendix 2. The summary position for each service directorate is set out below.

- 4.3 Law Probity and Governance £58k Underspend**
- The LP&G directorate is showing a small underspend as a result of vacancies in the Corporate Management structure.
- 4.4 Communities, Localities & Culture Nil**
- A breakeven position is forecasted for this financial year
- 4.5 Development and Renewal Nil**
- The D&R directorate is forecasting a nil outturn for the financial year
- 4.6 Education, Social Care and Wellbeing £1.025m Overspend**
- The extent of the financial pressures being experienced, principally by Adults Social Care packages is such that there is insufficient grants and reserves to cover the whole forecast amount, however the forecast has been revised down to an overspend of £1.025m for the Period 9 Corporate Budget Monitor from a projected overspend of £1.507m in the previous period.
- There remain risks affecting the budget position, some of which may improve the position; others may make the position worse.
- Pressures experienced within Adults Social Care at the end of the third quarter are significant, particularly within Learning Disability, Physical Disability and Mental Health care packages. After the use of reserves, available grants and in year savings assumptions, the current pressures in the directorate can be contained to an overspend of £1.0m. This has decreased from the quarter 2 position of £1.9m. This is partly as a result of extensive work to refine and revisit the make-up of care packages through challenge panel processes implemented by the Adults Social Care Financial Recovery Group.
- The Financial Recovery Group has been established to work through the policy, process, systems, service and financial issues associated with restoring management and financial control for Adults Social Care. The work that this group oversees will be vital to restoring stability and visibility to the financial issues for ASC packages.
- The Schools Budget is reporting an improved position, again, with forecast unallocated DSG at year-end now looking to be £4.999m.
- 4.7 Resources Overspend £1.585m**
- The Resources directorate is forecasting an overspend of £1.585m.
- The cost of the homelessness service is captured within the Housing Benefits Vote (R54). The authority receives central government subsidy to offset spend on providing temporary accommodation to residents who find themselves homeless. With the introduction of welfare reform changes in 2013/14 and the benefits cap, the amount of subsidy the authority can claim against temporary accommodation costs has significantly reduced. In addition, spiralling private sector rental costs within the borough mean that the actual cost of providing temporary

accommodation has also been increasing. The combined effect of spiralling rents and tightening of subsidy rules has created a growth pressure within this service. In 2013/14 the growth pressure on a total budget of £28m was estimated at £1m. An appropriate provision was made and the actual growth materialised.

In 2014/15 the position has been reviewed with colleagues in D&R where the homeless service actually sits, and an additional pressure of £1.6m has been identified. Funding for this will need to be agreed in 2014/15 to avoid the potential overspend of £1.6m. It is likely that private sector rent within the borough will continue to increase and further growth in excess of £1m will be required in 2015/16 onwards. Provision for this is being incorporated into the 2015/16 budget.

In June 2014, specific earmarked reserves for ICT infrastructure works were approved and set aside as part of the 2013/14 accounts closure process. Approval is now being sought for the utilisation of £400k of these reserves in order to upgrade the Council's operating systems.

The balance represents net effect of a number of small variances across the directorate.

4.8 Corporate Costs & Capital Financing Additional Income £0.8m

Investment balances have been higher than expected due to Government grants being paid earlier in the year; capital expenditure slippage until later in the year; and a slightly higher interest return on longer term investments.

Spend to date variance is due to items such as depreciation and minimum revenue provision which are processed at year-end.

5. Housing Revenue Account £0.74m underspend

The overall projected HRA underspend is the net result of a number of variances, the main ones being that rental income is forecast to be lower than budgeted; this is due to the high number of Right to Buy sales that are taking place – in the first nine months of the year there have been 187 Right to Buy sales, compared to 40 sales during the same period last year. Energy costs are still forecast to be lower than budgeted due to energy prices being lower than anticipated when the budget was set, although this is a volatile area and costs may increase if there is a period of prolonged cold weather. In addition, the 2014/15 budget includes £1.3m in respect of additional costs due to an increase in employer pension contributions and current forecasts are that the actual increase in costs will be lower than budgeted, however this underspend is offset by a projected reduction in capital fee income to the HRA due to underspends in the HRA capital programme. It should be noted that the HRA includes a budgeted revenue contribution to capital (RCCO) of just under £10m. The use of these resources is dependent on the HRA capital outturn for the year; if this funding is not used in 2014/15 then it will be ear-marked and carried forward to finance capital commitments in future years.

6 CAPITAL

- 6.1 The capital budget for 2014/15 now totals £192.5m, decreased from the £197.7m reported at the end of September 2014.
- 6.2 Details of all the changes to the capital budget are set out in Appendix 1.
- 6.3 Total capital expenditure to the end of Quarter 3 represented 36% of the revised capital programme budget for 2014/15 as follows:

	Annual Budget as at 31-Dec-14	Spent to 31-Dec-14	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Education, Social Care and Wellbeing	21.643	12.259	57%
Communities, Localities and Culture	8.313	3.830	46%
Development and Renewal	20.240	8.311	41%
Building Schools for the Future (BSF)	14.481	11.896	82%
Housing Revenue Account (HRA)	115.866	33.963	29%
Corporate	12.000	0.018	0%
GRAND TOTAL	192.543	70.277	36%

This compares with 37% at the same stage last year. Although this is a seemingly low percentage of budget spent for 9 months into the year, spend tends to be heavily profiled to the end of a year.

The main schemes which contribute to this figure are:

- **Housing Capital Programme (4% of £19.7m annual budget spent)**
This budget is managed by Tower Hamlets Homes and covers work outside of the ongoing Decent Homes programme such as heating, lifts and door entry systems, roofing, windows etc. with investment need assessed by stock condition surveys. Due to the Authority focusing on the Decent Homes programme, the majority of the expenditure will be incurred in 2015/16. The 2014/15 budget is projected to slip by £15.6m to 15/16 so variance against profiled budget is in line with annual projection.
- **Whitechapel Civic Centre (0% of £12.0m annual budget spent)**
The payment to acquire the site has gone through in the final quarter of 2014/15.
- **Blackwall Reach (11% of £4.7m annual budget spent)**
The Blackwall Reach represents a £13m capital commitment over a number of financial years. Due to delays in acquiring all the leasehold interests it is forecast that this scheme will slip into 2015/16.
- **Multi Faith Burial Grounds (0% of £3.0m annual budget spent)**
Following consideration of a report by Cabinet in February 2015 regarding a new burial site it is envisaged that the £3m will be spent in 2014/15. Expenditure can only begin once approval is gained.

- **Fuel Poverty and Insulation Works on HRA Properties (0% of £3.6m annual budget spent)**

Delays have arisen on this project due to changes in the Government's Energy Companies Obligations (ECO) scheme which resulted in the Council's partner (British Gas) withdrawing from the proposed project. The Council has however, secured alternative ECO funding from EDF, with formal contracts being entered into on 20 November. Due to these delays, it is forecast that this scheme will not fully spend in 2014/15 and will slip into 2015/16.

6.4 Projected capital expenditure for the year compared to budget is as follows:

	Annual Budget as at 31-Dec-14	Projection 31-Dec-14	Forecast Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Education, Social Care and Wellbeing	21.643	16.886	-4.757
Communities, Localities and Culture	8.313	7.358	-0.955
Development and Renewal	20.240	13.563	-6.677
Building Schools for the Future (BSF)	14.481	14.481	0.000
Housing Revenue Account (HRA)	115.866	72.437	-43.429
Corporate	12.000	9.500	-2.500
GRAND TOTAL	192.543	134.225	-58.318

Programme slippage of £58.3m is currently being projected. The projection does not reflect an underspend but is due to timing differences between years. Any amount of slippage will be spent in future years. The main reasons for the variance are as follows:

- **Decent Homes Backlog (£21.6m)**

The Decent Homes programme totals £181m, which includes £94.5m of Decent Homes backlog grant funding. The scheme is being managed in accordance with GLA grant conditions with the 2014/15 grant amount being £46m. It is forecast that the 2014/15 budget will not be fully spent this year, although the GLA grant element will be maximised with the Authority's own resource contribution slipping into 2015/16.

- **Housing Capital programme (£15.6m)**

See explanation in paragraph 5.3 above.

- **Section 106 schemes within D&R (£3.1m)**

This capital estimate represents a ring-fenced s106 payment to Barts NHS Trust in respect of Wellington Way Health Centre and the resources will be carried forward until the NHS Trust draw down these funds, which is now expected to take place in 2015/16.

- **Fuel Poverty and Insulation Works (£2.9m)**

See explanation in paragraph 6.3 above.

- **Blackwall Reach (£2.8m)**

See explanation in paragraph 6.3 above.

- **Basic Need/Expansion (£2.6m)**

Slippage has occurred on major school expansion projects as the sites for new expansions are to be reviewed.

6.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £914.5m against which spend of £912.0m is forecast, resulting in a variance of £2.5m underspend. This is because it is anticipated that the cost of the new town hall site will be less than the £12m budget set aside to cover the purchase costs.

	All years budget as at 31-Dec-14	Projection (all years)	Variance
	£m	£m	£m
Education, Social Care and Wellbeing	93.711	93.711	0.000
Communities, Localities and Culture	72.037	72.037	0.000
Development and Renewal	34.395	34.395	0.000
Building Schools for the Future (BSF)	334.163	334.163	0.000
Housing Revenue Account (HRA)	368.225	368.225	0.000
Corporate GF provision for schemes under development	12.000	9.500	-2.500
GRAND TOTAL	914.531	912.031	-2.500

6.6 Capital receipts received in 2014/15 from the sale of Housing and General Fund assets up to 31st December 2014 are as follows:

Capital Receipts		
	£m	£m
Sale of Housing assets		
Receipts from Right to Buy (187 properties)	20.942	
less pooled amount paid to DCLG	-1.182	
		19.760
Sale of General Fund assets		
Overage Payments (Wapping Lane)	0.680	
		0.680
Total		20.440

Retained Right to Buy receipts must be set aside to meet targets on housing provision as set out in regulations governing the pooling of housing capital receipts, so they must be ringfenced for this purpose and are not available for general allocation.

7. **STRATEGIC PERFORMANCE MEASURES**

- 7.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The strategic measures reflect the Council's continued commitment to set itself stretching targets. They are reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that it remains fit for purpose. Where necessary, there will also be in-year reviews of the measures.
- 7.2 **Appendix 5** illustrates the latest performance against our strategic measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below standard target – indicated as the dotted red line - it is marked as 'Red'. Should it be at or better than the standard target, but worse than the stretched target – indicated as the solid green line - it is 'Amber'. Where performance is at or better than the stretched target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is deteriorating compared to the same time last year, it is indicated as a downward arrow ↓, if there is no change (or less than 5% change, or no statistically significant change for survey measures) it is neutral ↔, and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

2013/14 Final Outturn Reporting Update

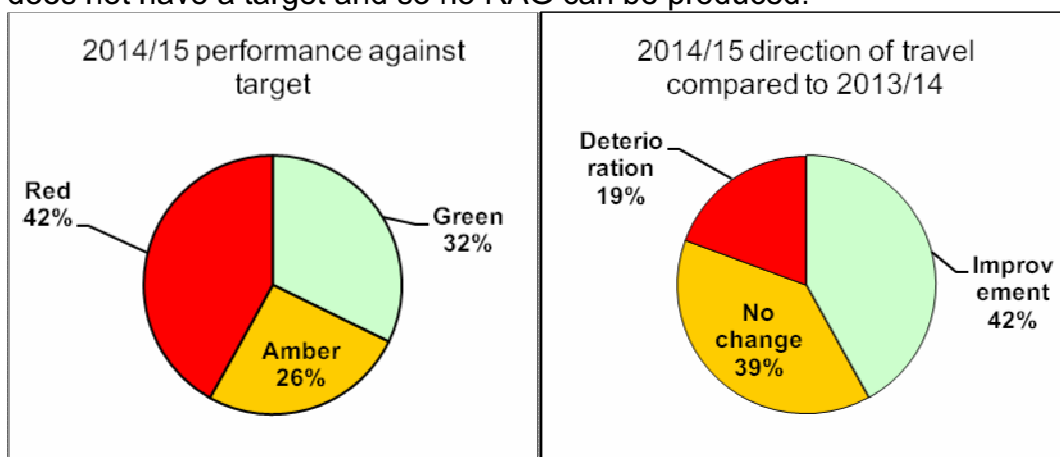
- 7.3 The final outturn is being reported for one health measure (Excess weight in 4-5 year olds). There is one measure where the 2013/14 outturns are still unavailable.

Rate of violence with injury crimes – DV and non-DV – due to recent changes within the Metropolitan Police, data relating to violence with injury measures is not currently available.

Strategic Performance Measures – Quarter 3 (October-December 2014)

- 7.4 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 56 measures in the Strategic Set, including subset of measures, 32 are reportable this quarter (including Quarter 2 and 2013/14 year end data).
- 7.5 For new or significantly changed measures, it is not usually possible to measure direction of travel (because previous quarters are not available); as a result, the proportions allocated to each direction arrow are based on a total of 31. For performance against target (RAG status), proportions are based on 31 measures.
- 10 measures (32%) are meeting or exceeding their stretched target (Green), with eight of these an improvement from last year (↑) and two remaining unchanged (↔);
 - 8 (26%) are above the standard target but below the stretched target (Amber), with five of these improving (↑), and three remaining unchanged (↔);

- 13 (42%) are below the standard target (Red), with no change for six measures (↔), six deteriorating (↓), and one a new measure with no measurable direction of travel;
- One indicator does not have comparable data for this time last year and therefore no direction of travel information can be produced. One indicator does not have a target and so no RAG can be produced.



- 7.6 There are several strategic performance measures which report on a quarterly basis but Q3 data is currently not available due to a time lag in reporting. Q2 data has been provided in the report and appendix for one measure:
- Percentage of household waste sent for reuse, recycling and composting.

Performance Summary

The following sections detail our performance under two key headings:

- High performing and areas of improvement
- High risk areas

High Performing Areas – Quarter 3

- 7.7 Measures that exceeded their stretched target or have improved compared to quarter 3 last year include:

Percentage of LP07 or above Local Authority staff who are from an ethnic minority – performance is 25.19 percent exceeding the standard target of 23.91 percent. There has been an increase of 3.07 percentage points in performance since December 2013/14. The MentorWise mentoring scheme has now been launched, providing an addition to the range of initiatives to help support and encourage staff progression.

Percentage of LP07 or above Local Authority staff who have a disability – performance is 7.8 percent exceeding the stretch target of 6.9 percent. There has been a significant increase (1.49 percentage points) in performance since December 2013/14. The target has been exceeded as a direct result of a drive to improve declaration rates amongst managers, and the provision of clearer examples of the wide spectrum of disabilities.

Percentage of council tax collected – performance is 72.52 percent; the stretch target has been exceeded by 1.19 percentage points.

Percentage of non-domestic rates collected – performance is 87.12; the stretch target has been exceeded by 12.12 percentage points.

Key Stage 2 pupil attainment in Reading, Writing and Maths – 82 percent of pupils achieved the standard compared to 78 percent in the previous year. This final outturn is one percentage point higher than the provisional figures reported in Q2. The stretch target of 79 percent was exceeded.

Percentage of 16-19 year olds who are not in education, employment or training (NEET) – 3.4 percent of the 16-19 cohort are NEET, the stretch target has been exceeded by 0.9 percentage points. There has been a 1.5 percentage point improvement since December 2013/14.

Overall employment rate – gap – the gap between the borough's employment rate and the London average has reduced to 3.7 percent. The stretched target of 6.3 percent has been exceeded. In quarter 3 last year, the gap was 5.9 percent, equating to a 2.9 percentage point improvement.

JSA claimant – rate the gap between the borough's JSA claimant rate and the London average has reduced to 0.6 percent, and the stretched target has been met. In December 2013 the gap was 1 percent, equating to a 0.4 percent point improvement since this time last year.

MOPAC 7 crimes: Number of Robbery incidents, number of Burglary incidents, and number of thefts from a Motor Vehicle incidents, number of thefts from the person, Total MOPAC 7 crimes

The Met Police targets have now been applied to these measures. Performance is better than stretch target for three measures, better than the standard target for one measure and one measure is off target but there have been fewer incidents compared to this time last year:

- *Number of Robbery incidents* – there were 878 offences of this crime type between April-December 2014. Performance is worse than the stretch target 863 but the outturn was above the standard target of 938. There were 97 fewer offences compared to this time last year
- *Number of Burglary incidents* – there were 1,766 offences of this crime type between April-December 2014. Performance is better than the stretch target of 1,808, and there were 256 fewer offences compared to this time last year
- *Number of Thefts from a Motor Vehicle incidents* – at 1,156 offences, performance is better than the stretch target of the stretch target of 1,253. In addition, 224 fewer offences of this crime type were committed this year compared to last
- *Number of Theft from the Person incidents* – there were 961 offences of this crime type to December 2014, which is better than the stretch target of 1,029. In addition there were 268 fewer offences compared to this time last year
- *Total MOPAC 7 incidents* – there were 9,308 offences of this crime type to December 2014: although there were more offences than the standard target of 9,403, there were still 309 fewer crimes this year compared to the same period last year.

Percentage of ethnic minority background children leaving care who are adopted – 5 percent of BME children who have left care were adopted, the standard target has been exceeded by 1 percentage point, and this outturn is also 1 percentage point higher than the December 2013/14 outturn.

Self-directed support – 61.7 percent of people using social care receive self-directed support or a direct payment. The standard target was met; however the stretch target of 70 percent was missed. Although this represents deterioration since last quarter, compared to this time last year performance has improved by 3 percentage points.

High Risk Areas – Quarter 3

- 7.8 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. These measures are set out below. Performance Review Group will consider each of these further (alongside all off-track measures) and whether additional remedial action is required.
- 7.9 **Number of working days / shifts lost to sickness absence per employee** – In December, sickness absence was 7.54 days, and the outturn was 0.98 days off the standard target of 6.47 days. In addition there has been a deterioration in performance compared to December 2013 when sickness absence was 7.04 days. From March 2015, briefings will be provided for all managers on managing sickness absence. Additionally, a bullet-pointed guidance document which has been circulated for use in the D&R and CLC Directorates will be distributed Council-wide. This guidance sets out the triggers and main actions to be taken at the various stages of the procedure and acts as a prompt to managers to continue to actively manage sickness absence.
- 7.10 **Number of affordable social rented housing completions for family housing** – The standard target of 200 housing completions was missed by 84. In addition there were 6 fewer homes built compared to this time last year. The service expects that the full year figures will be within the annual target range (between 267-387 units), as completions currently forecasted for quarter 4 meet their GLA 2011-15 grant funded programme deadlines.
- 7.11 **Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths**– The final year end outturn of 59.7 percent is 1.7 percentage points higher than what was provisionally reported at Q2. However performance is below the standard target of 64.7 percent and 6.7 percentage points lower than last year's outturn. Changes to the methodology at KS4 have led to widespread drops in performance this year, with a national fall of 5.8 percentage points to 53.4%. In Tower Hamlets, this fall was 5.0 percentage points, meaning that we remain well above the national average but slightly below the London average of 61.5%.
- 7.12 **MOPAC7 measures: Number of violence with injury offences, Number of theft of a motor vehicle offences, Number of vandalism / criminal damage offences**
The standard target for three MOPAC7 measures were missed and the outturns were higher than during the same period in 2013/14. The outturns are year to date (April-December 2014). Comments from the MPS will be provided in Q4.

- *Violence with Injury offences* - outturn 2,094 compared to a standard target of 1,762 (332 more offences compared to this time last year).
- *Theft of a Motor Vehicle offences* – outturn 693 compared to a standard target of 647 (64 more offences compared to this time last year)
- *Vandalism / Criminal Damage offences* – outturn was 1,760 compared to a standard target of 1,595 (140 more offences compared to this time last year)

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management action will need to be taken over the remainder of the financial year to avoid overspend.
- 8.2 Any overspend incurred during 2014/15, will risk the financial position of the Council and would increase the savings targets within the MTFP, with a potential impact on services.
- 8.3 The current forecast overspend in ESCW is being reviewed by the Financial Recovery Group and the overall position will be reported through ongoing monitoring. Further work will be done to validate the extent of the cost pressures, and in the short term, the overspend can be contained with corporate contingencies. Any cost pressures that are replicated in future years will be considered as part of the budget and MTFP process.

9 LEGAL SERVICES COMMENTS

- 9.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 9.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 9.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 9.4 When considering its performance and any procurement, 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). Relevant information is set out in section 7 of the report and officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

10. ONE TOWER HAMLETS CONSIDERATIONS

The Council's Strategic Plan and Strategic Indicators are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, Strategic priorities include the reduction of inequalities and the fostering of strong community cohesion and are measured by a variety of strategic indicators.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

An element of the monitoring report deals with environmental milestones within the Safe and Cohesive agenda.

12. RISK MANAGEMENT IMPLICATIONS

In line with the Council's risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.

The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

The Strategic Indicator set contain a number of crime and disorder items under the Safe & Cohesive theme, however there are no specific crime and disorder reduction implications.

14. EFFICIENCY STATEMENT

Efficiencies for 2014/15 are incorporated within the estimated forecast outturn.

Linked Reports, Appendices and Background Documents

Linked Reports

None

Appendices

- Appendix 1 - lists budget/target adjustments (including virements) for the General Fund and capital budget movements
- Appendix 2 - provides the budget outturn forecast by Directorate and explanations of any major variances.

- Appendix 3 - provides the budget outturn forecast and explanations of major variances for the HRA.
- Appendix 4 - provides details of the capital programme and explanations of any major variances
- Appendix 5 –provides a summary of the Strategic Measures

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

None

Originating Officers and Contact Details

Name	Title	Contact for information
Kevin Miles	Chief Accountant ext. 6791	Brian Snary - Interim Financial Accountant ext. 5323
Louise Russell	Service Head, Corporate Strategy and Equality ext.3267	Kevin Kewin – Service Manager, Strategy, Policy and Performance ext.4075

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CONTROL BUDGET 2014/15 (as at end of Period 9)	Total General Fund	Education, Social Care and Wellbeing	Communities, Localities and Culture	Development and Renewal	Law, Probity and Governance	Resources	Corporate Costs	Central Items
2014/15 Original Budget at Cash Prices	293,933,495	218,270,376	77,869,763	15,035,000	9,471,532	7,535,755	19,755,703	(54,004,634)
Corporate Landlord Model (Vote A58 Technical Resources)	0	(665,959)		665,959				
14/15 Budget re-alignment to reflect impact of previous Council decision (Nov 2012)	0	190,549	106,524	21,000				(318,073)
Council Tax Benefit - Growth Allocation 2013/14 Budget	0					486,000	(41,000)	(445,000)
14/15 Budget re-alignment to reflect impact of previous Council decision (July 2014) - Boishakhi Mela	0		100,000					(100,000)
14/15 Budget re-alignment to reflect impact of previous Council decision (June 2014) - New Lunchclub Development	0	152,000						(152,000)
14/15 Budget re-alignment to reflect impact of previous Council decision (June 2014) - Mayor's Priority Lunch Clubs	0	76,000						(76,000)
Concessionary Fares Growth - Approved 7th March 2014 Full Council	0		558,000					(558,000)
Support Services 2014/15 - Technical Adjustment	0	1,232,080	647,470	191,849	(179,791)	(1,891,608)		
Employee Budget Transfer to HR Strategy	0	(56,400)				56,400		
Housing Benefit - Growth Allocation 2013/14 Budget	0					1,000,000		(1,000,000)
Reversal of Depot MTFP Savings undelivered	0		200,000					(200,000)
Additional Funding for Free School Meals proposal - 26th March (Mayoral Executive Decision)	0	510,000					(510,000)	
Prudential Borrowing Charges	0	(76,168)	(374,952)				451,120	
Depreciation Charges	0	2,676,920	(39,597)	(231,963)		(550,857)	(1,854,503)	
Local Ward Forum to Cover Costs of Implementing and Administering the Local Partnership Forums	0		53,514					(53,514)
Customer Access Growth in Service	0					245,000		(245,000)
Agilisys ICT Contract - Inflation Increase	0					505,000		(505,000)
	0							
	0							
Total Adjustments	0	4,039,022	1,250,959	646,845	(179,791)	(150,065)	(1,954,383)	(3,652,587)
Revised Current Budget 2014/15	293,933,495	222,309,398	79,120,722	15,681,844	9,291,741	7,385,690	17,801,320	(57,657,221)

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Corporate Monthly Budget Monitoring	Budget Original	Budget Current	Budget To Date	Actuals	Variance To Date	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
December 2014	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
CHE Directorate of Law, Probity and Governance									
GEN General Fund Account									
Expenditure	17,480	17,634	13,226	14,047	820	17,462	-172	-0.98%	
Income	-8,008	-8,343	-6,258	-6,404	-146	-8,229	114	-1.37%	
Net Expenditure	9,472	9,291	6,968	7,643	674	9,233	-58	-0.62%	
Net Expenditure Directorate: CHE	9,472	9,291	6,968	7,643	674	9,233	-58	-0.62%	
COM Communities & Localities									
GEN General Fund Account									
Expenditure	133,293	135,227	92,026	94,011	1,985	134,987	-239	-0.18%	
Income	-55,423	-56,105	-37,014	-38,034	-1,020	-55,866	239	-0.43%	
Net Expenditure	77,870	79,122	55,012	55,978	966	79,121	-0	0.00%	
Net Expenditure Directorate: COM	77,870	79,122	55,012	55,978	966	79,121	-0	0.00%	
COP Corporate Cost and Central Items									
GEN General Fund Account									
Balance Sheet	-54,005	-57,657	-43,243	303	43,546	-57,657	0	0.00%	
Capital Expenditure	7,095	7,518	5,639	2,429	-3,210	7,518	0	0.00%	
Expenditure	14,361	11,983	8,987	10,168	1,181	11,983	0	0.00%	
Income	-1,700	-1,700	-1,275	-1,660	-385	-2,500	-800	47.06%	
Net Expenditure	-34,249	-39,856	-29,892	11,240	41,132	-40,656	-800	2.01%	
Net Expenditure Directorate: COP	-34,249	-39,856	-29,892	11,240	41,132	-40,656	-800	2.01%	
DEV Development & Renewal									
GEN General Fund Account									
Expenditure	72,020	72,502	54,435	58,236	3,801	73,373	871	1.20%	
Income	-56,319	-56,820	-42,615	-42,849	-234	-57,691	-871	1.53%	
Net Expenditure	15,701	15,682	11,820	15,387	3,567	15,682	0	0.00%	
Net Expenditure Directorate: DEV	15,701	15,682	11,820	15,387	3,567	15,682	0	0.00%	
ESW Education, Social Care & Wellbeing									
GEN General Fund Account									
Balance Sheet	0	0	0					0.00%	
Expenditure	269,097	279,371	213,214	199,503	-13,711	287,358	7,987	2.86%	
Income	-51,493	-57,116	-35,779	-30,685	5,094	-64,078	-6,962	12.19%	
Net Expenditure	217,604	222,255	177,435	168,818	-8,617	223,280	1,025	0.46%	
Net Expenditure Directorate: ESW	217,604	222,309	177,435	168,818	-8,617	223,334	1,025	0.46%	
RES Resource Services									
GEN General Fund Account									
Expenditure	329,438	297,867	223,398	230,956	7,558	300,019	2,152	0.72%	
Income	-321,905	-290,481	-217,857	-227,300	-9,443	-291,048	-567	0.20%	
Net Expenditure	7,533	7,386	5,541	3,656	-1,885	8,971	1,585	21.46%	
Net Expenditure Directorate: RES	7,533	7,386	5,541	3,656	-1,885	8,971	1,585	21.46%	
Net Expenditure Total	293,931	293,933	226,884	262,722	35,838	295,685	1,752	0.60%	

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Law Probity and Governance - Summary by Service Area

This directorate is projected to show a small underspend of 58K at year end, although there are variances within the separate votes lines, overall these will be contained with the overall net budget for LPG. A drawdown from reserves is required to cover the expenditure incurred in area C13 Legal services - Vote C58 Electoral Registration.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: C11 Corporate Management								
Expenditure	2,006	2,317	1,738	1,559	2,197	(120)	-5.2%	This underspend is due to vacancy held within LPG (former Chief Executive post)
Income	0	0	0	0	0	0	0.0%	
Net Expenditure	2,006	2,317	1,738	1,559	2,197	(120)	-5.2%	
Service Area: C13 Legal Services								
Expenditure	5,116	5,062	3,797	4,432	5,082	20	0.4%	Expenditure to date due to election activities and will require a drawdown of earmarked reserves at year end.
Income	(3,964)	(4,283)	(3,212)	(3,156)	(4,299)	(16)	0.4%	
Net Expenditure	1,152	779	585	1,276	783	4	0.5%	
Service Area: C18 Communications								
Expenditure	2,575	2,554	1,916	2,320	2,554	0	0.0%	Additional expenditure due to recent media activity - will be contained within overall LPG budget.
Income	(2,499)	(2,553)	(1,915)	(1,976)	(2,423)	130	-5.1%	
Net Expenditure	76	1	1	344	131	130	13000.0%	
Service Area: C19 Registrars & Democratic Services								
Expenditure	4,651	4,643	3,482	3,563	4,617	(26)	-0.6%	
Income	(522)	(517)	(388)	(439)	(517)	0	0.0%	
Net Expenditure	4,129	4,126	3,094	3,124	4,100	(26)	-0.6%	
Service Area: C20 Business Support								
Expenditure	873	834	625	595	844	10	1.2%	
Income	(866)	(833)	(625)	(625)	(833)	0	0.0%	
Net Expenditure	7	1	0	(30)	11	10	1000.0%	
Service Area: C54 Corporate Strategy & Equalities								
Expenditure	2,259	2,224	1,668	1,578	2,168	(56)	-2.5%	Underspend represents posts left vacant.
Income	(157)	(157)	(118)	(208)	(157)	0	0.0%	
Net Expenditure	2,102	2,067	1,550	1,370	2,011	(56)	-2.7%	
Directorate Summary								
Net Expenditure	17,480	17,634	13,226	14,047	17,462	(172)	-1.0%	
Net Income	(8,008)	(8,343)	(6,258)	(6,404)	(8,229)	114	-1.4%	
Net Variance	9,472	9,291	6,968	7,643	9,233	(58)	-0.6%	

Communities & Localities - Summary by Service Area

Overall this directorate is projected to be on budget at year end. The detail shows a variance to date of 1.0m and this is mostly attributable to recharged income and timing differences arising from the receipt and payment of contractors invoices in the Public Realm and Safer Communities Service areas. The department is monitoring the pattern of significant payments and receipts with a view to improving the quality of the budget profiling.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: CPR Public Realm (Parking Control)								
Expenditure	7,808	7,808	5,666	5,440	7,808	0	0.0%	This is the Parking Control account. This account makes a transfer to the General Fund at Year end. Variance to date reflects timing of income receipts.
Income	(7,808)	(7,808)	(11,608)	(13,006)	(7,808)	0	0.0%	
Net Expenditure	0	0	(5,942)	(7,566)	0	0	0.0%	
Service Area: CAL Cultural Services								
Expenditure	24,168	24,471	15,671	17,788	24,476	5	0.0%	Variance to date is a result of depreciation charges being posted earlier than anticipated.
Income	(8,521)	(8,569)	(2,913)	(2,889)	(8,574)	(5)	0.1%	
Net Expenditure	15,647	15,902	12,758	14,899	15,902	0	0.0%	
Service Area: CMS CLC Management & Support								
Expenditure	3,248	3,192	2,372	2,454	3,248	56	1.8%	Recharges processed Quarterly - No impact on outturn
Income	(3,248)	(3,192)	(2,043)	(2,065)	(3,248)	(56)	1.8%	
Net Expenditure	0	0	329	389	0	0	0.0%	
Service Area: CPR Public Realm								
Expenditure	62,027	63,411	45,024	44,920	63,111	(300)	-0.5%	Variance to date is due to the earlier posting of depreciation and recharges as well as delays in contract payments to large suppliers Income differs to the variance to date because of the timing of receipts.
Income	(20,503)	(21,119)	(12,048)	(10,862)	(20,819)	300	-1.4%	
Net Expenditure	41,524	42,292	32,976	34,058	42,292	0	0.0%	
Service Area: CSC Safer Communities								
Expenditure	35,516	35,765	22,858	23,203	35,765	0	0.0%	
Income	(15,343)	(15,417)	(8,402)	(9,212)	(15,417)	0	0.0%	
Net Expenditure	20,173	20,348	14,456	13,991	20,348	0	0.0%	
Service Area: CSI Service Integration								
Expenditure	526	580	435	206	580	0	0.0%	
Income	0	0	0	0	0	0	0.0%	
Net Expenditure	526	580	435	206	580	0	0.0%	
Directorate Summary								
Expenditure	133,293	135,227	92,026	94,011	134,988	0	0.0%	
Income	(55,423)	(56,105)	(37,014)	(38,034)	(55,866)	0	0.0%	
Net Variance	77,870	79,122	55,012	55,977	79,122	0	0.0%	

Corporate Cost and Central Items - Summary by Service Area

This service represents the corporate centre.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Corporate Costs & Central Items								
Expenditure	21,456	19,501	14,626	12,597	19,501	0	0%	The income variance of 800k relates to investment income. Spend to date variance is due to items such as depreciation and minimum revenue provision being processed at year-end
Income	(1,700)	(1,700)	(1,275)	(1,660)	(2,500)	(800)	47%	
Central Items	(54,005)	(57,657)	(43,243)	0	(57,657)	0	0%	
Net Expenditure	(34,249)	(39,856)	(29,892)	10,937	(40,656)	(800)	2%	

Development & Renewal - Summary by Service Area

Overall this directorate is projected to be on budget at year end.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: JAM Corporate Property & Capital Delivery								
Expenditure	17,159	17,020	12,827	13,786	17,038	18	0.1%	Administrative Buildings : Will be fully recharged at year end
Income	(16,521)	(16,521)	(12,391)	(13,256)	(16,488)	33	-0.2%	
Net Expenditure	638	499	436	530	550	51	10.2%	
Service Area: JEE Economic Development								
Expenditure	3,236	3,212	2,409	2,798	3,236	24	0.7%	
Income	(1,518)	(1,494)	(1,120)	(180)	(1,518)	(24)	1.6%	
Net Expenditure	1,718	1,718	1,289	2,618	1,718	0	0.0%	
Service Area: JES Resources								
Expenditure	6,938	7,057	5,292	10,203	7,600	543	7.7%	A Resources overspend of 180K will be fully recovered by recharges. The balance relates to Payments made under and EU funded projects which will be recovered from the grant making body at year end.
Income	(709)	(709)	(532)	(499)	(1,219)	(510)	71.9%	
Net Expenditure	6,229	6,348	4,760	9,704	6,381	33	0.5%	
Service Area: JHO Housing Options								
Expenditure	34,492	35,018	26,261	24,173	35,017	0	0.0%	
Income	(30,565)	(31,090)	(23,318)	(22,334)	(31,090)	0	0.0%	
Net Expenditure	3,927	3,928	2,943	1,839	3,927	0	0.0%	
Service Area: JPB Planning & Building Control								
Expenditure	6,536	6,536	4,902	4,537	6,804	268	4.1%	Variance relates to viabilitypendviability study – within the Planning Development area – which will be recovered from the developer
Income	(4,728)	(4,728)	(3,546)	(6,020)	(5,087)	(359)	7.6%	
Net Expenditure	1,808	1,808	1,356	(1,483)	1,717	(91)	-5.0%	
Service Area: JRS Regen Strategy and Sustainability								
Expenditure	3,659	3,659	2,744	2,739	3,678	19	0.5%	
Income	(2,278)	(2,278)	(1,708)	(555)	(2,289)	(11)	0.5%	
Net Expenditure	1,381	1,381	1,036	2,184	1,389	8	0.6%	
Directorate Summary								
Net Expenditure	72,020	72,502	54,435	58,236	73,373	871	1.2%	
Net Income	(56,319)	(56,820)	(42,615)	(42,844)	(57,691)	(871)	1.5%	
Net Variance	15,701	15,682	11,820	15,392	15,681	0	0.0%	

Education, Social Care & Wellbeing - Summary by Service Area

This area is projecting a overspend of £1.025 at year end, whilst this is down from the £1.9M projected at the end of period 6, officers are continuing to monitor the position and implement corrective process to further improve the final outturn.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: GLA Learning & Achievement								
Expenditure	74,082	74,154	51,916	17,497	71,253	(2,901)	-3.9%	Schools transactions posted at year end
Income	(2,496)	(2,513)	(1,884)	68	(2,820)	(307)	12.2%	
Net Expenditure	71,586	71,641	50,032	17,565	68,433	(3,208)	8.3%	
Service Area: GRE ESCW Resources								
Expenditure	4,960	4,880	3,660	721	4,960	80	1.6%	Schools transactions posted at year end
Income	(323,927)	(323,927)	(2,864)	0	(320,750)	3,177	-1.0%	
Net Expenditure	(318,967)	(319,047)	796	721	(315,790)	3,257	-1.0%	
Service Area: GSC Childrens Social Care								
Expenditure	344	786	590	338	374	(412)	-52.4%	
Income	0	(363)	(272)	0	0	363	-100.0%	
Net Expenditure	344	423	318	338	374	(49)	-11.6%	
Service Area: GSH Schools								
Expenditure	283,842	283,842	160,428	197,977	283,842	0	0.0%	
Income	(36,805)	(36,805)	(54)	(1,621)	(36,805)	0	0.0%	
Net Expenditure	247,037	247,037	160,374	196,356	247,037	0	0.0%	
Service Area: ACS Commissioning & Health								
Expenditure	21,814	23,337	17,502	15,394	21,086	(2,251)	-9.6%	Savings achieved through supporting people block contracts and other commissioned services. Overspends showing on Access to Resources (259K) and Corporate Services (250K) due to staff previously funded by S256.
Income	(818)	(1,950)	(1,462)	(516)	(1,595)	355	-18.2%	
Net Expenditure	20,996	21,387	16,040	14,878	19,491	(1,896)	-8.9%	
Service Area: APH Public Health								
Expenditure	31,080	31,590	23,693	13,756	31,828	238	0.8%	The Public Health overspend has increased by a further £0.235m in month 9. Such an overspend is due to slippage of expenditure commitments on various public health schemes. There has been an increase of £1.3m on Public Health accruals for 2013/14 which has reduced the underspend for last year to £1.4m. The 2014/15 overspend will be covered by the Public Health reserve (currently £1.570m). Any underspend in public grant must be used within two financial years otherwise it will impact our ability to draw down the same level of Public Health grant. Public Health grant is a ring-fenced grant and as such any underspends can be clawed back. The last two financial months have seen a change of the forecast by £0.600 which indicates potential uncertainty in the forecast process.
Income	0	0	0	(100)	(239)	(239)	0.0%	
Net Expenditure	31,080	31,590	23,693	13,656	31,589	(1)	0.0%	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: ASC Adults Social Care								
Expenditure	79,419	80,916	60,701	57,640	87,948	7,033	8.7%	This represents an increase of £1.691m from the previous month's forecast. The main reason behind this significant increase in overspend is the review of care packages, the correction of miscoding and the issue of an un-aligned Adult Social Care budget. As such the true social care pressure is £8.583m which represents an increase of £0.504m in the forecast. The main reason behind the pressure is an increase on client transport, in particular on the client taxi forecast.
Income	(4,886)	(6,368)	(4,775)	(4,256)	(8,852)	(2,484)	39.0%	
Net Expenditure	74,533	74,548	55,926	53,384	79,096	4,549	6.1%	
Service Area: GDS ESCW Directors Services								
Expenditure	493	437	327	170	369	(68)	-15.6%	This primarily relates to a revision of staffing costs in the Equalities Development cost centre.
Income	0	0	0	0	0	0	0.0%	
Net Expenditure	493	437	327	170	369	(68)	-15.6%	
Service Area: GLA Learning & Achievement								
Expenditure	27,003	27,712	20,834	16,725	27,014	(698)	-2.5%	Vote G13 (Children's Centres) is currently showing a £115k overspend, this is primarily due to the £160k approved carry forward not as yet showing on the system, factoring this into the equation would lead to a slight underspend for G13. Additionally G26 currently has a £665k underspend. This is due to unspent Mayor's Higher Education Awards monies (which are awaiting the Commissioners' approval) and additional grant monies for the Newly Qualified Teachers and London School Excellence Fund schemes. The underspend for G26 would've been higher but for a significant overspend in the Mayor's Education Awards, which if current profile spend was to remain consistent, would lead to an overall scheme overspend exceeding £200k.
Income	(6,730)	(7,461)	(4,897)	(5,429)	(7,445)	16	-0.2%	
Net Expenditure	20,273	20,251	15,937	11,296	19,569	(682)	-3.4%	
Service Area: GRE ESCW Resources								
Expenditure	45,282	48,491	36,574	43,793	51,502	3,011	6.2%	Majority of variance relates to increased trading activity on contract services and claims for maternity pay which receive matched funding
Income	(33,972)	(35,749)	(20,676)	(18,732)	(39,740)	(3,991)	11.2%	
Net Expenditure	11,310	12,742	15,898	25,061	11,762	(980)	-7.7%	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: GSC Childrens Social Care								
Expenditure	50,240	50,743	38,083	35,858	51,466	723	1.4%	The reported overspend has increased from that reported in period 7 (£1.691m), this is primarily due to £129k being returned from the Independent Domestic Violence Adviser grant (IDVA), to the Home Office. Children's Social Care is expected to overspend, due to base budget savings in 2014/15, the challenging vacancy factor targets and despite the recent reduction in numbers, an increase compared to forecast, in the number of Children Looked After. The service is currently facing a potential overspend of £1.806m. Taking into account drawdown of grants and reserves this could be mitigated down to a £104k overspend.
Income	(5,087)	(5,588)	(3,969)	(1,652)	(6,207)	(619)	11.1%	
Net Expenditure	45,153	45,155	34,114	34,206	45,259	104	0.2%	
Service Area: GSH Schools								
Expenditure	13,766	16,145	15,500	16,169	16,145	0	0.0%	
Income	0	0	0	0	0	0	0.0%	
Net Expenditure	13,766	16,145	15,500	16,169	16,145	0	0.0%	
GF Directorate Summary								
Expenditure	632,325	643,033	429,808	416,038	647,787	4,755	0.7%	
Income	(414,721)	(420,724)	(40,853)	(32,238)	(424,453)	(3,729)	0.9%	
Net Expenditure	217,604	222,309	388,955	383,800	223,334	1,026	0.5%	

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Resources - Summary by Service Area

The significant variance on this directorate is due to the ongoing issue on the housing benefit. This is being addressed and full detail is included below.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: R10 Director of Resources								
Expenditure	660	710	532	562	691	(19)	-2.7%	
Income	(654)	(709)	(531)	(531)	(654)	55	-7.8%	
Net Expenditure	6	1	1	31	37	36	-10.4%	
Service Area: R11 Customer Access								
Expenditure	4,499	4,516	3,387	2,983	4,279	(237)	-5.2%	Variance attributable to vacant posts
Income	(2,119)	(2,119)	(1,589)	(795)	(1,996)	123	-5.8%	reduction of recharges services to CLC
Net Expenditure	2,380	2,397	1,798	2,188	2,283	(114)	-4.8%	
Service Area: R12 Corporate Finance								
Expenditure	3,714	4,282	3,211	2,952	4,282	0	0.0%	
Income	(2,374)	(4,126)	(3,095)	(2,855)	(4,126)	0	0.0%	
Net Expenditure	1,340	156	116	97	156	0	0.0%	
Service Area: R13 Human Resources								
Expenditure	8,323	8,758	6,569	6,711	8,671	(87)	-1.0%	Net variance due to delay in the recruitment of trainees
Income	(7,790)	(8,695)	(6,521)	(6,833)	(8,684)	11	-0.1%	
Net Expenditure	533	63	48	(122)	(13)	(76)	-120.6%	
Service Area: R14 ICT								
Expenditure	11,565	11,468	8,601	8,483	12,623	1,155	10.1%	
Income	(11,458)	(11,433)	(8,574)	(8,579)	(12,554)	(1,121)	9.8%	
Net Expenditure	107	35	27	(96)	69	34	97.1%	
Service Area: R15 Revenue Services								
Expenditure	40,964	8,780	6,583	5,697	9,049	269	3.1%	Expenditure relates to upgrade to AIMS software which processes income. This will be recouped from services through recharges
Income	(38,650)	(6,149)	(4,611)	(2,945)	(6,419)	(270)	4.4%	
Net Expenditure	2,314	2,631	1,972	2,752	2,630	(1)	0.0%	
Service Area: R16 Procurement								
Expenditure	873	748	561	663	820	72	9.6%	
Income	(1,409)	(747)	(560)	(653)	(790)	(43)	5.8%	
Net Expenditure	(536)	1	1	10	30	29	2900.0%	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: R17 Risk Assessment								
Expenditure	1,267	1,309	982	5,157	1,642	333	25.4%	Additional spend on the Tenancy Fraud Activities will be funded from grant income.
Income	(1,335)	(1,391)	(1,043)	(1,972)	(1,669)	(278)	20.0%	Grant income for Tenancy Fraud Work.
Net Expenditure	(68)	(82)	(61)	3,185	(27)	55	-67.1%	
Service Area: R19 Benefits								
Expenditure	256,622	256,341	192,256	198,350	256,361	20	0.0%	The Council procures accommodation on behalf of Homeless families, mainly from private sector landlords. The Council will award benefits (Non HRA Rent Rebates) to those families that are housed in this way, however the amount that the government funds is limited by the Local Housing Allowance set at 2011 levels, less 10%. Rental levels for private sector temporary accommodation is significantly above these levels. The Council is facing pressure from increasing numbers of families, attempting to procure accommodation within London, and continuous increases in private sector rents levels. In 2014/15 the position has been reviewed with the Housing Options Service, and a cost pressure of £2.6m has been identified. The 2014/15 budget contained £1m to allow for growth in this area, and funding for an extra £1.6m needs to be agreed to avoid an overspend. It is likely that private sector rent within the borough will continue to increase and further growth in excess of £1m will be required in 2015/16 onwards. Provision for this is being incorporated into the 2015/16 budget proposals.
Income	(255,646)	(254,646)	(190,984)	(201,075)	(253,046)	1,600	-0.6%	
Net Expenditure	976	1,695	1,272	(2,725)	3,315	1,620	95.6%	
Service Area: R62 Transformation Projects								
Expenditure	479	489	367	(968)	1,129	640	130.9%	Additional 'Invest to save' expenditure on the Councils savings programme - will be funded from earmarked reserves (efficiency reserve).
Income	0	0	0	(870)	(640)	(640)	0.0%	Drawdown from Efficiency Reserve to be processed
Net Expenditure	479	489	367	(1,838)	489	0	0.0%	
Service Area: R99 Rechargeable Works								
Expenditure	472	466	349	366	472	6	1.3%	
Income	(470)	(466)	(349)	(192)	(470)	(4)	0.9%	
Net Expenditure	2	0	0	174	2	2	0.0%	
Directorate Summary								
Net Expenditure	329,438	297,867	223,398	230,956	300,019	2,152	0.7%	
Net Income	(321,905)	(290,481)	(217,857)	(227,300)	(291,048)	(567)	0.2%	
Net Variance	7,533	7,386	5,541	3,656	8,971	1,585	21.5%	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2014	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: HRA Housing Revenue Account											
INCOME											
DIRECTLY CONTROLLED INCOME BUDGETS											
Dwelling & Non Dwelling Rents											
	Income	-72,438	-72,438	-54,329	0	-51,310	-3,019	-71,540	898	-1.24%	It is forecast that rental income will be lower than budgeted due to a higher than previously assumed level of Right to Buy sales; when setting this budget it was assumed that 100 Right to Buy sales would take place in 2014/15; as at the end of December 2014, 187 sales had taken place and the forecast now assumes that there will be 230 sales in 2014/15. In addition, the level of voids is slightly higher than assumed in the budget - this includes long-term voids held for regeneration purposes. RISK: If more than 230 Right to Buy sales take place in 2014/15 then rental income will be lower than currently projected.
	Net Expenditure	-72,438	-72,438	-54,329	0	-51,310	-3,019	-71,540	898	-1.2%	
Tenant & Leaseholder Service Charges											
	Income	-17,901	-17,901	-16,253	0	-15,633	-620	-18,443	-542	3.03%	Leaseholder Service Charge income is forecast to be £500k higher than budgeted due to additional income being received as a result of the 2013/14 actualisation (£250k), the large number of right to buy sales, which will add to the in-year income (£150k), and income from court fees on cases won (£150k).
	Net Expenditure	-17,901	-17,901	-16,253	0	-15,633	-620	-18,443	-542	3.0%	
INDIRECTLY CONTROLLED INCOME BUDGETS											
Investment Income Received											
	Income	-168	-168	-120	0	0	120	-164	4	-2.38%	
	Net Expenditure	-168	-168	-120	0	0	120	-164	4	-2.4%	
Contributions Towards Expenditure											
	Income	-115	-115	-86	0	0	86	-115	0	0.00%	
	Net Expenditure	-115	-115	-86	0	0	86	-115	0	0.0%	
TOTAL INCOME		-90,622	-90,622	-70,788	0	-66,943	-3,433	-90,262	360		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Variance to Date	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
December 2014	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
EXPENDITURE											
DIRECTLY CONTROLLED EXPENDITURE BUDGETS											
Repair & Maintenance											
	Expenditure	22,388	22,388	16,722	573	15,584	-1,138	21,260	-1,128	-5.04%	It is currently forecast that this budget will underspend in 2014/15, this is mainly due to the fact that over £800k of works on stairwells programmed for the second half of the year are now likely to be undertaken in 2015/16. In addition, high number of Right to Buy sales taking place this year means that the number of tenanted properties is reducing, leading to a lower number of repairs needed with a corresponding impact on the forecast expenditure.
	Net Expenditure	22,388	22,388	16,722	573	15,584	-1,138	21,260	-1,128	-5.0%	
Supervision & Management	Expenditure	22,004	22,004	17,510	0	19,227	1,717	23,186	1,182	5.37%	It is forecast that capital fee income to the HRA will be lower than budgeted, due to projected slippage on the HRA capital programme.
	Net Expenditure	22,004	22,004	17,510	0	19,227	1,717	23,186	1,182	5.4%	
Special Services, Rents, Rates & Taxes	Expenditure	15,746	15,746	10,631	32	8,236	-2,395	14,454	-1,292	-8.21%	It is currently forecast that there will be a substantial underspend on the energy budget although this budget will be closely monitored.
	Net Expenditure	15,746	15,746	10,631	32	8,236	-2,395	14,454	-1,292	-8.2%	
INDIRECTLY CONTROLLED EXPENDITURE BUDGETS											
Provision for Bad Debts											
	Expenditure	1,400	1,400	1,050	0	0	-1,050	1,400	0	0.00%	This budget was increased in order to mitigate against the risk that bad debt would increase due to welfare reform, but due to delays in implementing some of the reforms it is currently anticipated that the full level of provision will not be needed in 2014/15. However, the final position will not be known until the end of the year when the bad debt provision is calculated.
	Net Expenditure	1,400	1,400	1,050	0	0	-1,050	1,400	0	0.0%	
Capital Financing Charges											
	Expenditure	29,084	29,084	21,813	0	15,735	0	29,222	138	0.47%	This budget assumes a Revenue Contribution to Capital (RCCO) of just under £10m; if this budget is not all needed to fund the HRA capital programme in 2014/15 then the resulting underspend will carry forward in HRA balances and be earmarked to be used to fund capital in future years.
	Net Expenditure	29,084	29,084	21,813	0	15,735	0	29,222	138	0.5%	
TOTAL EXPENDITURE		90,622	90,622	67,726	605	58,782	-2,866	89,522	-1,100	-1.2%	
Contribution from Reserves		0	0	0	0	0	0	0	0	0.00%	
TOTAL HRA		0	0	-3,062	605	-8,161	-6,299	-740	-740		

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Supervision & Management

Special Services, Rents, Rates & Taxes

INDIRECTLY CONTROLLED EXPENDITURE BUDGETS**Provision for Bad Debts****Capital Financing Charges**

Capital Monitoring Q3

	All Years		In Year - 14/15					FY Total	All Years	
	Approved Budget	Spend to 31st March 2014	Revised Budget 14/15	Spent to Q3	Projected Spend	Projected Variance	Spend (%)	Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
Education, Social Care and Wellbeing	93.711	50.539	21.643	12.259	16.886	-4.758	57%	21.530	93.711	0.000
Communities, Localities and Culture	72.037	53.099	8.313	3.830	7.358	-0.955	46%	10.624	72.037	0.000
Development & Renewal	34.395	12.126	20.240	8.311	13.563	-6.677	41%	2.030	34.395	0.000
Building Schools for the Future	334.163	319.459	14.481	11.896	14.481	0.000	82%	0.223	334.163	0.000
Corporate	368.225	117.349	115.866	33.963	72.437	-43.428	29%	135.010	368.225	0.000
	12.000	0.000	12.000	0.018	9.500	-2.500	0%	0.000	9.500	-2.500
Grand Total	914.531	552.572	192.543	70.277	134.225	-58.318	36%	169.417	912.031	-2.500

Quarter 3 Capital Monitoring 2014-15

	All Years		In Year - 14/15					Future Years (FY)		FY Total	All Years			
	Total Approved Budget	Spend to 31st March 2014	Revised Budget 14/15	Spend to Q3	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B	C	D	E	E-C	D /C		F	G	H = F+G	I	I-A	%
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Education, Social Care and Wellbeing (ESCW)														
Mental health services	0.222	0.107	0.115	0.059	0.115	- 0.000	51%	Expenditure on Pritchards Rd due Q4	-	-	-	0.222	-	0%
E-Marketplace purchase and delivery	0.074	-	0.074	0.059	0.074	-	79%		-	-	-	0.074	-	0%
Tele Care/Telehealth Equipment	0.300	0.088	0.212	-	0.100	- 0.112	0%	Full spend not anticipated in current year but will be spent in future years.	-	-	-	0.300	-	0%
Development of Learning Disability Hubs	0.508	-	0.508	0.467	0.508	-	92%	Project works complete.	-	-	-	0.508	-	0%
ADULTS TOTAL	1.105	0.195	0.909	0.585	0.797	- 0.112	64%		-	-	-	1.105	-	0%
Condition & Improvement	3.610	2.210	1.400	0.242	0.716	- 0.684	17%	Late cabinet report (June meeting cancelled) led to delays to projects planned for summer holiday. Budget provision for statutory requirements and health and safety works not called on.	-	-	-	3.610	-	0%
Bishop Challoner - Community Facilities	0.600	-	0.600	-	-	- 0.600	0%	Project discussions on-going between LBTH and Diocese	-	-	-	0.600	-	0%
Universal Free School Meals - Kitchen Upgrade	0.383	-	0.383	0.259	0.363	- 0.020	68%		-	-	-	0.383	-	0%
Basic Need/Expansion	80.811	42.513	16.768	10.708	14.170	- 2.598	64%	Slippage on major expansion projects as approvals not given and sites for new expansions to be reviewed.	14.200	7.330	21.530	80.811	-	0%
Sure Start	0.848	0.842	0.006	0.010	0.010	0.004	163%	Final account settled.	-	-	-	0.848	-	0%
Primary Capital Programme	4.747	4.650	0.097	0.031	0.111	0.014	32%	Final account still under negotiation, may go to arbitration	-	-	-	4.747	-	0%
Swanley School (Crossrail funded)	0.350	-	0.350	0.350	0.350	-	100%	Completed	-	-	-	0.350	-	0%
RCCO	0.010	-	0.010	-	0.010	-	0%	Contractor went into administration awaiting resolution.	-	-	-	0.010	-	0%
Youth Service (BMX Mile End)	0.042	0.036	0.006	-	0.006	- 0.000	0%		-	-	-	0.042	-	0%
Provision for 2yr Olds	1.207	0.094	1.113	0.075	0.353	- 0.760	7%	Awaiting approvals under new grant arrangements	-	-	-	1.207	-	0%
ESCW TOTAL	93.711	50.539	21.643	12.259	16.886	- 4.757	57%		14.200	7.330	21.530	93.711	-	0%

Communities, Localities & Culture

Transport

	All Years		In Year - 14/15					REASONS FOR CURRENT YEAR VARIANCES	Future Years (FY)		FY Total	All Years		
	Total Approved Budget	Spend to 31st March 2014	Revised Budget 14/15	Spend to Q3	Projected Spend	Projected Variance	2014/15 Spend (%)		15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
TfL schemes including safety, cycling and walking	16.248	10.400	2.755	1.227	2.755	-	45%		3.093	-	3.093	16.248	-	0%
Public Realm improvements	1.560	0.465	1.095	0.136	1.000	- 0.095	12%	Purchases for Grounds Maintenance no longer required.	-	-	-	1.560	-	0%
Bartlett Park Masterplan - Highways	1.732	0.032	0.345	-	0.345	-	0%		1.355	-	1.355	1.732	-	0%
Highway improvement programme	3.078	2.078	1.000	0.840	1.000	-	84%		-	-	-	3.078	-	0%
Developers Contribution	5.393	2.421	1.248	0.488	0.853	- 0.395	39%	S106 PIDs have not yet been approved at PCOP	1.724	-	1.724	5.393	-	0%
OPTEMS	0.837	0.306	0.331	0.288	0.331	-	87%		0.200	-	0.200	0.837	-	0%
Transport Total	28.848	15.702	6.774	2.978	6.284	- 0.490	44%		6.372	-	6.372	28.848	-	0%

Parks


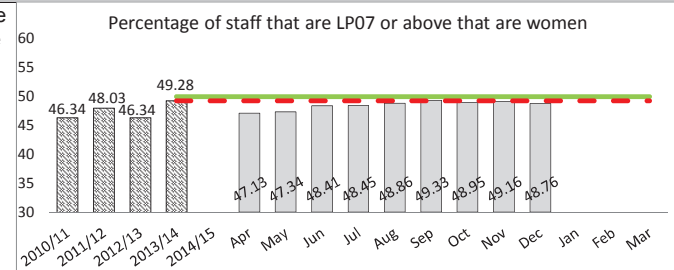
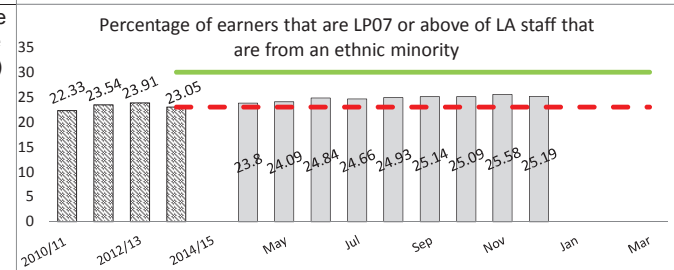
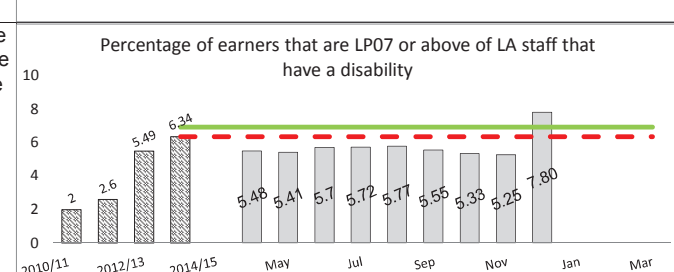

Millwall Park/Island Gardens	0.206	0.203	0.003	-	0.003	-	0%		-	-	-	0.206	-	0%
Poplar Park	0.200	0.161	0.040	0.004	0.040	-	11%		-	-	-	0.200	-	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	0.007	-	0.007	-	0%		-	-	-	0.100	-	0%
Victoria Park Masterplan	9.997	9.997	-	0.073	-	-	N/A		-	-	-	9.997	-	0%
Victoria Park sports hub	2.486	0.330	0.030	0.027	0.030	-	89%		2.126	-	2.126	2.486	-	0%
Christ Church Gardens	0.350	-	-	-	-	-	N/A		0.350	-	0.350	0.350	-	0%
Mile End Hedge	0.165	0.031	0.134	0.104	0.134	-	78%		-	-	-	0.165	-	0%
Conversion of Lawn area to York stone paving	0.055	-	-	-	-	-	N/A		0.055	-	0.055	0.055	-	0%
Bartlett Park	0.057	0.054	0.000	-	0.000	-	0%		0.002	-	0.002	0.057	-	0%
Cemetery Lodge	0.071	-	-	0.002	-	-	N/A		0.071	-	0.071	0.071	-	0%

	All Years		In Year - 14/15					REASONS FOR CURRENT YEAR VARIANCES	Future Years (FY)		FY Total	All Years		
	Total Approved Budget	Spend to 31st March 2014	Revised Budget 14/15	Spend to Q3	Projected Spend	Projected Variance	2014/15 Spend (%)		15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Albert Gardens	0.025	0.000	-	-	-	-	N/A	0.025	-	0.025	0.025	-	0%	
Parks Total	13.712	10.869	0.214	0.210	0.214	-	98%	2.629	-	2.629	13.712	-	0%	
Culture and major projects														
Brady Centre	0.245	0.244	0.001	-	0.001	-	0%	-	-	-	0.245	-	0%	
Tennis courts	0.116	0.104	0.012	-	0.012	-	0%	-	-	-	0.116	-	0%	
Mile End Leisure Centre - Security Enhancements	0.200	0.198	0.002	-	0.002	-	0%	-	-	-	0.200	-	0%	
Mile End Stadium Track resurfacing	0.376	0.245	0.004	-	0.004	-	0%	0.127	-	0.127	0.376	-	0%	
Public Art Projects	0.250	0.011	-	-	-	-	N/A	0.239	-	0.239	0.250	-	0%	
Mile End Park Capital	0.219	0.145	0.028	0.041	0.028	-	146%	0.046	-	0.046	0.219	-	0%	
Banglatown Library Phase 2b	0.645	0.449	0.052	0.037	0.052	-	71%	0.145	-	0.145	0.645	-	0%	
Watney Market Ideas Store	4.401	4.344	0.057	0.042	0.057	-	74%	-	-	-	4.401	-	0%	
Watney Market Landscaping	0.235	0.228	0.007	-0.034	0.007	-	0%	Awaiting invoice.	-	-	-	0.235	-	0%
Culture - LPP	0.254	0.246	0.008	-	0.008	-	0%	-	-	-	0.254	-	0%	
Major Projects - LPP	18.067	18.058	0.009	0.009	0.009	-	102%	-	-	-	18.067	-	0%	
St Georges Pool	0.106	-	0.010	0.010	0.010	-	95%	0.096	-	0.096	0.106	-	0%	
Brick Lane Mural	0.045	-	-	-	-	-	N/A	0.045	-	0.045	0.045	-	0%	
Banglatown Art Trail & Arches	2.021	1.485	0.286	-0.004	-	-0.286	0%	Review of budget and scheme is currently underway.	0.250	-	0.250	2.021	-	0%
Provision of an outdoor gym	0.025	-	0.025	0.025	0.025	-	102%	-	-	-	0.025	-	0%	
Stepney Green Astro Turf	0.451	0.009	0.442	0.420	0.442	-	95%	-	-	-	0.451	-	0%	


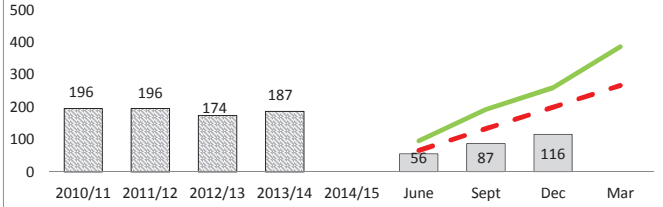
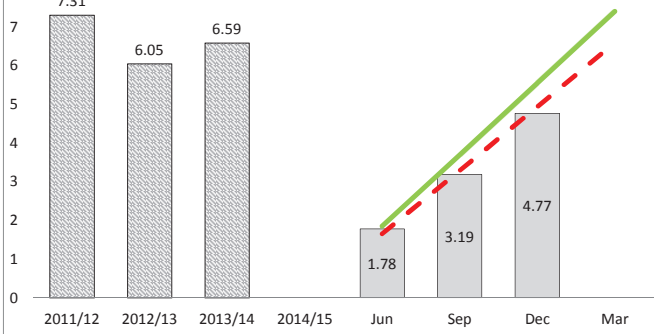
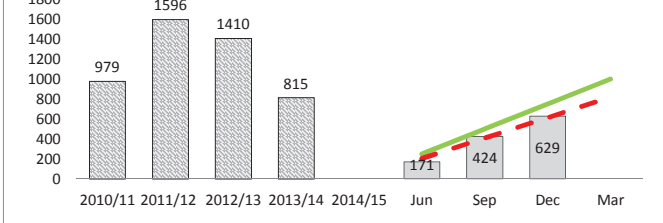
All Years		In Year - 14/15					Future Years (FY)		FY Total	All Years				
Total Approved Budget	Spend to 31st March 2014	Revised Budget 14/15	Spend to Q3	Projected Spend	Projected Variance	2014/15 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	15/16	16/17 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
John Orwell Sports Centre	0.296	-	0.116	0.091	0.116	-	79%		0.180	-	0.180	0.296	-	0%
St. John's Gardens Tennis Courts	0.070	-	-	-	-	-	N/A		0.070	-	0.070	0.070	-	0%
Culture and Major projects total	28.022	25.765	1.059	0.637	0.772	- 0.286	60%		1.198	-	1.198	28.022	-	0%
Other														
CCTV Improvement and Enhancement	0.601	0.422	0.179	0.004	0.000	- 0.179	2%	S106 PID has not yet been approved at PCOP	-	-	-	0.601	-	0%
Generators @ Mulberry Place & Anchorage House	0.250	0.241	0.009	-	0.009	-	0%		-	-	-	0.250	-	0%
Contaminated land survey and works	0.604	0.099	0.079	-	0.079	-	0%		0.426	-	0.426	0.603	-	0%
Other Total	1.455	0.762	0.267	0.004	0.088	- 0.179	2%		0.426	-	0.426	1.455	-	0%
CL TOTAL	72.037	53.099	8.313	3.830	7.358	- 0.955	46%		10.624	-	10.624	72.037	-	0%
Development & Renewal														
Millennium Quarter	0.387	0.061	0.326	-	0.326	-	0%	Full spend has been projected as, although this scheme has finished there may be some final payments necessary.	-	-	-	0.387	-	0%
Bishops Square /Bethnal Green Terrace	0.641	0.495	0.146	0.056	0.146	0.000	38%		-	-	-	0.641	-	0%
Town Centre & High Street Regeneration	0.208	0.068	0.140	-	0.140	- 0.000	0%		-	-	-	0.208	-	0%
Whitechapel Centre	0.067	0.064	0.003	-	0.003	-	0%		-	-	-	0.067	-	0%
Regional Housing Pot	7.080	1.012	6.068	5.387	6.068	-	89%		-	-	-	7.080	-	0%

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	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
ICT infrastructure schemes	22.783	19.070	3.491	3.267	3.491	-	94%		0.223	-	0.223	22.783	-	0%
BSF Total	334.163	319.459	14.481	11.896	14.481	-	82%		0.223	-	0.223	334.163	-	0%
Housing Revenue Account														
Decent Homes Backlog	184.986	62.836	73.550	28.752	52.000	- 21.550	39%	The Decent Homes programme totals £181m, which includes £94.5m of Decent Homes backlog grant funding. The scheme is being managed in accordance with GLA grant conditions with the 2014/15 grant amount being £46m. It is forecast that the 2014/15 budget will not be fully spent this year, although the GLA grant element will be maximised with the Authority's own resource contribution slipping into 2015/16.	48.601	-	48.601	184.986	-	0%
Housing Capital Programme	76.158	26.460	19.688	0.844	4.098	- 15.590	4%	This budget is managed by Tower Hamlets Homes and covers work outside of the ongoing Decent Homes programme such as heating, lifts and door entry systems, roofing, windows etc with investment need assessed by stock condition surveys. Due to the Authority focusing on the Decent Homes programme, the majority of the expenditure will be incurred in 2015/16.	15.010	15.000	30.010	76.158	-	0%
Ocean New Deal for Communities	25.036	17.337	7.698	2.068	7.698	-	27%	This is an ongoing scheme for Ocean Block H leaseholder repurchase and decant costs, and there is flexibility to utilise resources between years as required. The remainder of the current year budget is anticipated to be spent in Q4 in order to meet the RSL's grant condition that vacant possession of the properties is secured by March 2015.	-	-	-	25.036	-	0%
Blackwall Reach	14.419	9.754	4.665	0.493	1.850	- 2.815	11%	The Blackwall Reach represents a £13m capital commitment over a number of financial years. Due to delays in acquiring all the leasehold interests it is forecast that this scheme will slip into 2015/16.	-	-	-	14.419	-	0%
Poplar Baths and Dame Colet House	15.180	-	-	-	-	-	N/A		5.991	9.189	15.180	15.180	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.307	0.700	3.607	-	0.719	- 2.888	0%	Due to delays in the energy supplier finalising the contract with the council, it is forecast that this scheme will not fully spend in 2014/15 and will slip into 2015/16.	-	-	-	4.307	-	0%
New Affordable Housing at Bradwell St Garages	3.058	0.133	2.050	1.002	2.320	0.270	49%	These new build schemes are fully funded and will be managed in line with the GLA's grant condition.	0.875	-	0.875	3.058	-	0%


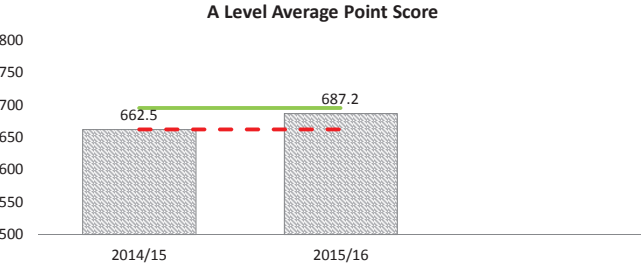
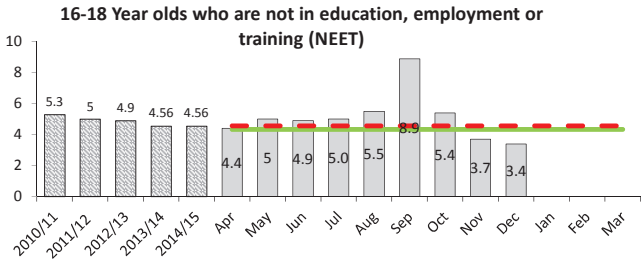
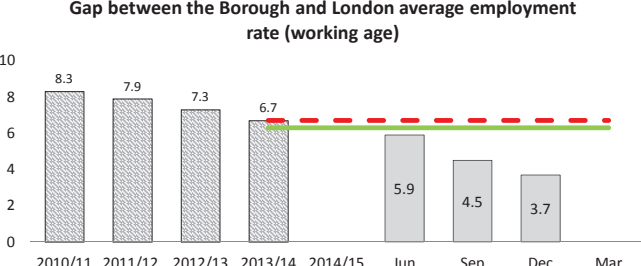
	All Years		In Year - 14/15					REASONS FOR CURRENT YEAR VARIANCES	Future Years (FY)		FY Total	All Years		
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	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
New Affordable Housing -Ashington Estate East	11.470	0.036	0.500	0.175	0.298	- 0.202	35%	These new build schemes are fully funded and will be managed in line with the GLA's grant condition.	3.530	7.404	10.934	11.470	-	0%
New Affordable Housing -Extensions	3.610	0.008	0.592	0.036	0.342	- 0.250	6%	These new build schemes are fully funded and will be managed in line with the GLA's grant condition.	3.010	-	3.010	3.610	-	0%
Short Life Properties	1.700	0.084	1.616	0.594	1.212	- 0.404	37%	This scheme is to refurbish 12 short-life properties and bring them back into use as rented stock. The resources will be carried forward into 2015/16 when the scheme is forecast to complete.	-	-	-	1.700	-	0%
D&R Indicative Schemes as agreed at Budget Council	2.000	-	1.900	-	1.900	-	0%		0.100	-	0.100	2.000	-	0%
Water Grove	26.300	-	-	-	-	-	N/A		10.520	15.780	26.300	26.300	-	0%
HRA Total	368.225	117.349	115.866	33.963	72.437	- 43.428	29%		87.637	47.373	135.010	368.225	-	0%
Whitechapel Civic Centre	12.000	-	12.000	0.018	9.500	- 2.500	0%	It is anticipated that the cost of the new town hall site will be less than the £12m budget set aside to cover the purchase costs. The acquisition of the new site went through in Jan 2015 so is not included within costs to 31/12/14.	-	-	-	9.500	- 2.500	-21%
Corporate Total	12.000	-	12.000	0.018	9.500	- 2.500	0%		-	-	-	9.500	- 2.500	-21%
Total	914.532	552.572	192.543	70.278	134.225	- 58.318	36%		113.984	55.433	169.417	912.032	- 2.500	-0.3%


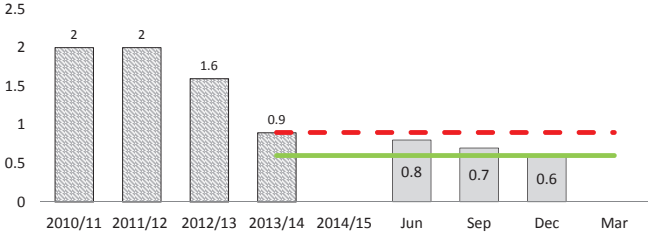
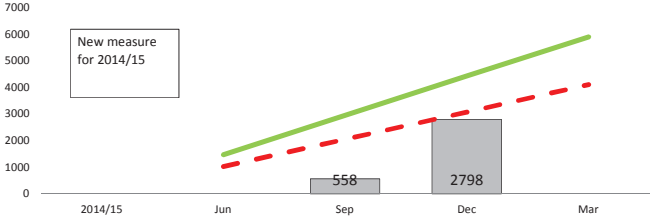
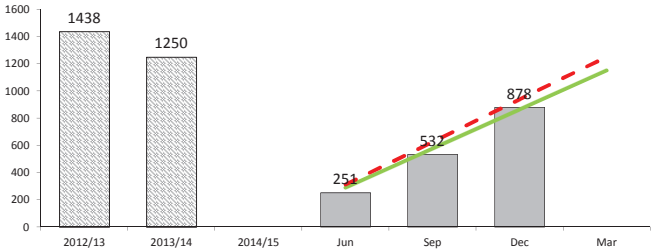
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
One Tower Hamlets									
Percentage of LP07 or above Local Authority staff that are women (%) Measured in: % Good Performance: Higher		49.28	50.00	50.00	50.00	49.28	48.76	RED	↔
The percentage for the quarter is 48.76% against a stretch target of 50%. This represents 123.06 FTE that are women out of a total of 252.36 FTE at LP07 and above. This is a reduction since the last quarter, which was 49.33% but compared to the same period for last year is an improvement (47.15%). Due to the small numbers of staff at this level, a small change can have a dramatic impact on the percentages.									
Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%) Measured in: % Good Performance: Higher		23.05	30.00	23.91	30.00	23.91	25.19	AMBER	↑
The percentage for the quarter is 25.19% against a stretch target of 30%. This represents 63.56 FTE that are BME out of a total of 252.36 FTE at LP07 and above. This is a small improvement compared to the last quarter, which was 25.14% and represents good progress compared to the previous year for the same period (22.19%). It is also worth noting that in the next quarter the base for this indicator is likely to change with employment options and restructures. MentorWise, a mentoring scheme, has been launched that will further add to the range of initiatives to help support and encourage staff to develop and progress.									
Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%) Measured in: % Good Performance: Higher		6.34	6.90	6.34	6.90	6.34	7.80	GREEN	↑
The percentage for the quarter is 7.80% against a target of 6.9%. This represents 17.6 FTE disabled staff out of a total of 225.76 FTE staff at LP07 and above. The target has been exceeded as a direct result of a drive to improve declaration rates amongst managers. Managers were emailed to revisit their personal profile in HR ResoureLink and encouraged to make a declaration either as having or not having a disability. Additionally, managers were provided clearer examples of the wide spectrum of disabilities from hidden to mental.									
Number of working days/shifts lost to sickness absence per employee Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower		6.47	6.10	6.47	6.10	6.47	7.54	RED	↓
DMTs receive monthly reports on managers' compliance with sickness absence reports. From March 2015, briefings will be provided for all managers on managing sickness absence. Additionally, a bullet-pointed guidance document which has been circulated for use in the Development and Renewal and Communities, Localities and Culture Directorates will be distributed Council-wide. This guidance sets out the triggers and main actions to be taken at the various stages of the procedure and acts as a prompt to managers to continue to actively manage sickness absence.									


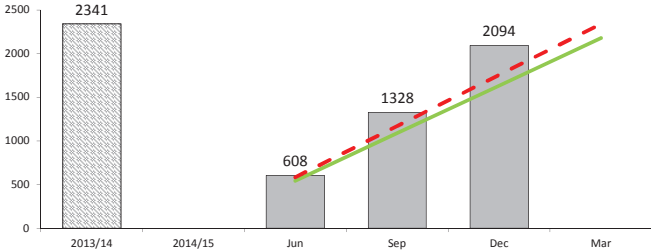
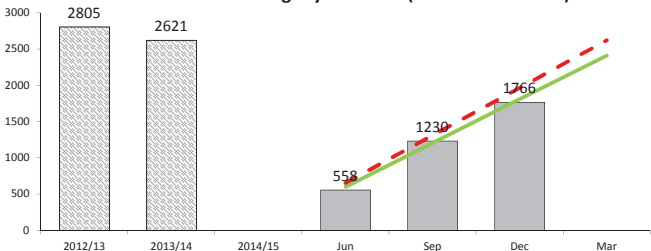
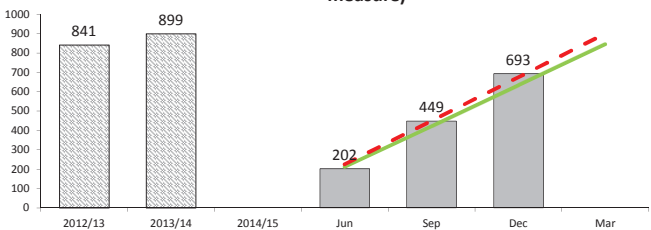
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
Customer Access Overall Satisfaction (telephone contact) Measured in: % Good Performance: Higher		91.38	92.00	91.00	92.00	91.00	90.01	RED	↔
Although off target, customer satisfaction has improved since Q2 from 89.39% rating the service "good" to 90.01%. The number of surveys was also up to just under 5,000. Of 4,915 customers surveyed, 4,425 rated the service they received as "good". Wait times for Q3 were also reduced from the Q2 peak, which will have helped to improve satisfaction.									
Percentage of Council Tax Collected Measured in: % Good Performance: Higher		95.40	95.60	95.50	71.70	71.33	72.52	GREEN	↔
Council Tax collection is going well and remains on target.									
Percentage of Non-Domestic Rates Collected Measured in: % Good Performance: Higher		99.7	99.5	Not Set	75.00	Not Set	87.12	GREEN	↔
Target exceeded.									
Great Place to Live									
Number of affordable homes delivered (gross) Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher		595	1231	850	923	637	353	RED	↔
Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest number of affordable homes in the country. 353 affordable units have been delivered ending Q3, similar to performance levels this time last year (351 units). Whilst the Q3 outturn of 72 affordable units is below the quarterly target of between 212 and 308 units, it is anticipated that the end of year outturn will be within the target range. Our current prediction is for the completion of 1197 affordable units in this financial year, exceeding the lower bandwidth (standard) target by 40%. However, as is always stated, the distribution of completions will never fall into an equal four quarter split and there is nothing that the council can do to influence this. In 14/15 there will be a more than usually skewed delivery pattern with 71% of completions occurring in Quarter 4. This is due to the large number of schemes in receipt of grant from the GLA's 2011-15 programme which have to complete by March 2015, and which have therefore had to accelerate their programmes to achieve this completion date. Many of these schemes are due to complete in the last days of March.									


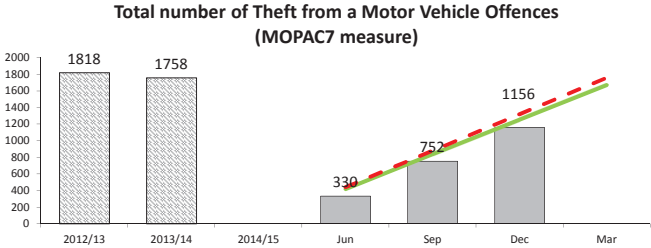
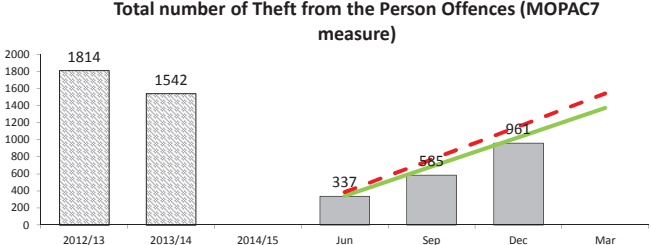
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p>Number of affordable social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>No of affordable social rented housing completions for family housing (gross)</p> 	187	387	267	260	200	116	RED	↓
<p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention divided by the number of thousand households in the local authority area. Good Performance: Higher</p>	<p>Homelessness Prevention</p> 	6.59	7.40	6.59	5.55	4.92	4.58	RED	↔
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Lets to overcrowded families</p> 	815	1000	820	750	615	629	AMBER	↔


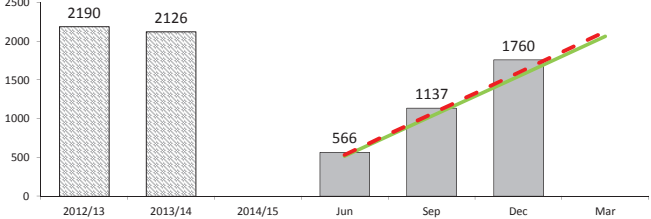
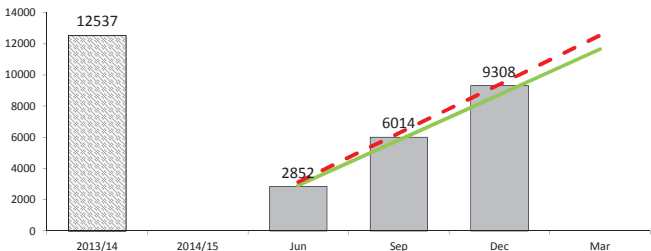
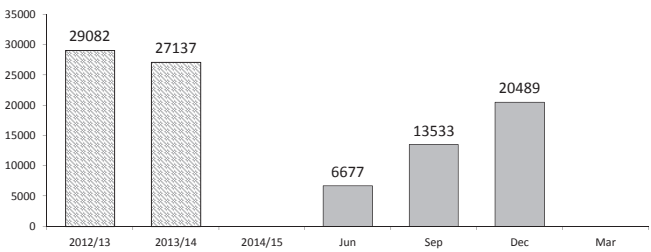
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
Percentage of household waste sent for reuse, recycling and composting Measured in % Good performance: Higher	<p>Percentage of household waste sent for reuse, recycling & composting</p>	28.00	30.00	29.00	30.00	29.00	29.80	AMBER	↔
The household recycling, composting and reuse rate has increased from 28.9% in Quarter 1 to 29.8% in Quarter 2. This result is very slightly below the stretch target of 30% and significantly higher than the lowest bandwidth target of 29%. We will continue to strive to lift our performance by working with Veolia to direct resources into targeting areas that require improvement.									
Prosperous Community									
Key Stage 2 pupil attainment in Reading, Writing and Maths (KS2 RWM) (%) Measured in % Good Performance: Higher	<p>Key Stage 2 pupil attainment in Reading, Writing and Maths (%)</p>	82	79	78	n/a	n/a	82	GREEN	↑
Annual Outturn: Based on final DFE 2014 Performance Table data, 82% of KS2 pupils have achieved L4 or above in Reading, Writing and Maths, an increase of 4% points since last year, and above the upper target of 79%, and the national average of 79%.									
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Measured in % Good performance: Higher	<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</p>	59.7	65.7	64.7	n/a	n/a	59.7	RED	↓
Final performance published in DFE Performance Table was 59.7%. Changes to the methodology for KS4 have led to widespread drops in performance. There have been a number of significant changes to the exams this year: Pupils were not allowed to sit some exams early; for English there has been less focus on coursework, and the speaking & listening component is no longer counted; "First entry counts" – results, even at higher grades, are no longer counted. Nationally, performance against the same measure fell from 59.2% to 53.4%, a drop of 5.8% points, meaning that Tower Hamlets remains well above the national average, and that our drop in performance is slightly less than national change (5.0% points, from 64.7%). In London, the year-on-year change in performance varies from -8.9% points to +1.6% points, with an average decrease of 3.6% points down to 61.5% - meaning Tower Hamlets is still slightly below the London average. However we are just above the Inner London average of 59.5%.									


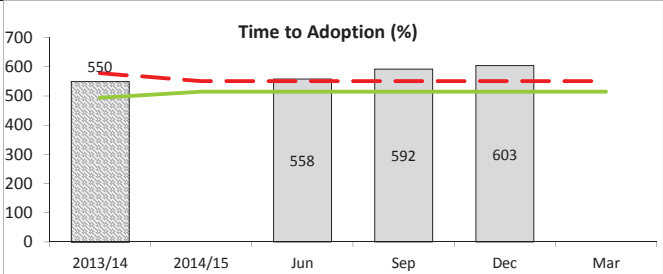
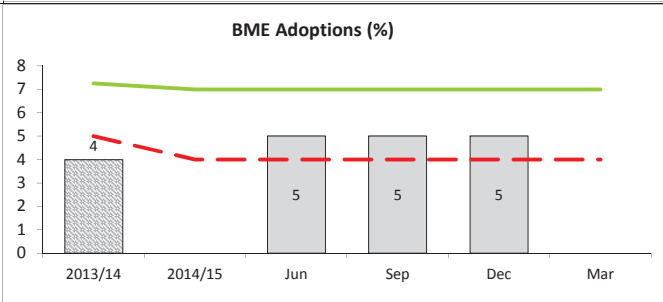
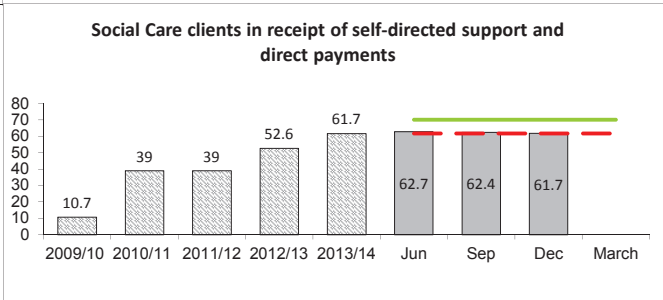
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
A Level Average Points Score per student in Tower Hamlets. Measured in % Good performance: Higher		662.5	695.6	662.5	n/a	n/a	687.2	AMBER	↔
Final performance published in DFE Performance Table was 687.2, which is an increase of 24.7 points from 2013 and above the minimum target, and close to the upper target, for 2014. The gap between TH and the national average (for state schools and colleges) of 772.7 has closed by 34.4 points.									
16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower		4.56	4.33	4.56	4.33	4.56	3.40	GREEN	↑
Target exceeded.									
Overall employment rate - gap between the Borough and London average rate (working age) (%) Measured in: % Good Performance: Gap - Lower		6.7	6.3	6.7	6.3	6.7	3.7	GREEN	↑
Employment rate: Tower Hamlets: 68.1 London average: 71.87 Gap between TH and London: 3.7pp The employment rate shows a positive trend again. The employment rate gap between TH and the London average has further reduced by 0.8pps since last quarter's update. The employment rate at 68.1% is the highest it has been for the borough since recording began in 2004 with a 4.2pp increase since Dec 2013. The data for the employment rate is taken from the Annual Population Survey, which provides survey based estimates, the methodology of which means that there may be variations in outturns and confidence levels from one quarter to the next.									


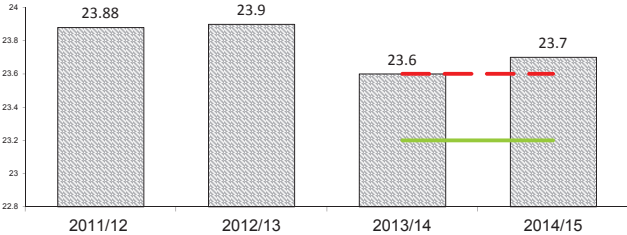
Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p>JSA Claimant Rate (gap between the Borough and London average rate (working age) (%))</p> <p>Measured in: % Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p> 	0.9	0.6	0.9	0.6	0.9	0.6	GREEN	↑
<p>Labour Market: number of job starts for Tower Hamlets Residents</p> <p>Measured in: % Good Performance: Higher</p>	<p>Labour Market: number of job starts for Tower Hamlets residents</p> 	n/a	5,900	4,100	4,425	3,075	2,798	RED	n/a
Safe and Cohesive Community									
<p>Number of Robbery incidents (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set. Including personal and business properties) Good Performance: Lower</p>	<p>Total number of Robbery Offences (MOPAC7 measure)</p> 	1,250	1,150	1,250	863	938	878	AMBER	↑
<p>MOPAC stands for Mayor's Office for Policing and Crime. Stretch target is an 8% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 878 robbery offences compared to 975 in the same period last year.</p>									

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p>Number of Violence with Injury incidents (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set. Murder, wounding/GBH, assault with injury) Good Performance: Lower</p>	<p>Total Violence with Injury</p> 	2,341	2,177	2,341	1,633	1,756	2,094	RED	↓
<p>Stretch target is a 10% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 2,094 violence with injury offences compared to 1,762 in the same period last year.</p>									
<p>Number of Burglary Incidents (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set. Theft or attempted theft from residential or non-residential property) Good Performance: Lower</p>	<p>Total number of Burglary Offences (MOPAC7 measure)</p> 	2,621	2,411	2,621	1,808	1,966	1,766	GREEN	↑
<p>Stretch target is an 8% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 1,766 burglary offences compared to 2,022 in the same period last year.</p>									
<p>Theft of a Motor Vehicle (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft of a Motor Vehicle Offences (MOPAC7 measure)</p> 	899	845	899	634	674	693	RED	↓
<p>Stretch target is a 6% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 693 theft of a motor vehicle offences compared to 629 in the same period last year.</p>									

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
Theft from a Motor Vehicle (MOPAC 7 measure) Measured in: Number (part of the MOPAC set) Good Performance: Lower		1,758	1,670	1,758	1,253	1,319	1,156	GREEN	↑
Stretch target is a 6% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4. Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 1,156 thefts from a motor vehicle offences compared to 1,380 in the same period last year.									
Theft from the Person (MOPAC 7 measure) Measured in: Number (part of the MOPAC set) Good Performance: Lower		1,542	1,372	1,542	1,029	1,157	961	GREEN	↑
Stretch target is a 11% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4. Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 961 theft from the person offences compared to 1,229 in the same period last year.									

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
<p>Vandalism (criminal damage) (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Criminal Damage Offences (MOPAC7 measure)</p> 	2,126	2,062	2,126	1,547	1,595	1,760	RED	↓
<p>Stretch target is a 3% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-July 2014 there were 1,760 vandalism / criminal damage offences compared to 1,620 in the same period last year.</p>									
<p>Total MOPAC 7 incidents</p> <p>Measured in: Number (includes MOPAC 7 crimes: robbery, burglary, criminal damage, theft from and theft of a motor vehicle, theft from the person, violence with injury) Good Performance: Lower</p>	<p>MOPAC 7 Total</p> 	12,537	11,659	12,537	8,744	9,403	9,308	AMBER	↑
<p>This measure is a total of the MOPAC 7 measures: robbery, burglary, criminal damage, theft from a motor vehicle, theft of a motor vehicle, theft from the person and violence with injury. Stretch target is a 7% reduction on last year's annual outturn set by the Community Safety Partnership. Comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 9308 total MOPAC7 offences compared to 9617 in the same period last year ie fewer total actual incidents last year.</p>									
<p>Total Notifiable Offences (number)</p> <p>Measured in: Number Good Performance: Lower</p>	<p>Total Notifiable Offences</p> 	27,137	Not Set	Not Set	Not Set	20,345	20,489	N/A	↔
<p>Targets are being set by the Community Safety Partnership. Performance against targets and comments will be provided by the MPS in quarter 4.</p> <p>Data taken from the met.police.uk website indicates that for the period between April-December 2014 there were 20,489 total notifiable offences compared to 21,011 in the same period last year. The outturn is within the 5 percent tolerance and therefore shows a sideways direction of travel arrow.</p>									

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)
Healthy and Supportive Community									
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <p>Measured in: Days Good Performance: Lower</p>		550	514	550	514	550	603	RED	↔
<p>The average number of days for the period April 2012 – December 2014 is 603, outside the target range for this measure. The April 2014 – December 2014 performance is 671 days. Due to the low numbers involved (i.e. the number of adoptions) it is possible for performance in Q4 to bring this measure back on target. A report on performance for this measure was considered by Performance Review Group (PRG) in October which proposed a number of improvement actions and an update will be considered by PRG in shortly.</p>									
<p>Percentage of ethnic minority background children leaving care who are adopted (BME adoptions)</p> <p>Measured in: % Good Performance: Higher</p>		4	7	4	7	4	5	AMBER	↑
<p>5% of BME children leaving care were adopted between April 2012 and December 2014. This is above the minimum target set for this strategic measure. For comparison: overall, 8% of all children leaving care were adopted in the same period.</p>									
<p>Proportion of people using social care who receive self-directed support, and those receiving direct payments</p> <p>Measured in: % Good Performance: Higher</p>		61.7	70.0	61.7	70.0	61.7	61.7	AMBER	↑
<p>The Q3 position is 61.7%, which is just within the target band. A report on this measure was presented to PRG in November with an action plan for improvement.</p> <p>It identified a number of areas that could be addressed to further improve performance:</p> <ul style="list-style-type: none"> • Conversion of Extra Care Home Care clients from traditional care packages to Personal Budgets. This work is underway in response to contract change in this area of provision. • Urgent Response services – a number of urgent services are put in place on traditional care packages for the sake of expediency i.e. there is not the time to work through the PB process with the service user. • Service User Reviews – there remains a need to improve the frequency and focus of service user reviews to ensure that every opportunity is taken to convert service users to self-directed support. 									

Description		Annual Actual (2013/14)	Annual Stretched Target (2014/5)	Annual Standard Target (2014/5)	Q3 Stretched Target (Oct-Dec)	Q3 Standard Target (Oct-Dec)	Q3 Actual	Variance (performance against Q3 stretch target)	Direction of Travel (comparing 13/4 and 14/5 actual)										
<p>Excess weight in 4-5 year olds</p> <p>Measured in: % (of children aged 4-5 classified as overweight or obese) Good Performance: Lower</p>	<p style="text-align: center;">Excess weight in 4-5 year olds</p>  <table border="1" style="display: none;"> <caption>Excess weight in 4-5 year olds (2011/12 - 2014/15)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>23.88</td> </tr> <tr> <td>2012/13</td> <td>23.9</td> </tr> <tr> <td>2013/14</td> <td>23.6</td> </tr> <tr> <td>2014/15</td> <td>23.7</td> </tr> </tbody> </table>	Year	Value (%)	2011/12	23.88	2012/13	23.9	2013/14	23.6	2014/15	23.7	23.6	23.2	23.6	n/a	n/a	23.7	RED	↔
Year	Value (%)																		
2011/12	23.88																		
2012/13	23.9																		
2013/14	23.6																		
2014/15	23.7																		
<p>Published performance for 2013/14 is 23.7%, which is slightly above the lower bandwidth target set. It is worth highlighting that on the positive side there has been a 0.5% decrease in the prevalence of obesity in reception from 12.7% to 12.2% of children. In reception aged children we are continuing to see a year on year decrease in obesity but this is a shift from obese to overweight and we are not seeing a corresponding shift from overweight to healthy weight. This suggests that we need to increase our emphasis on population wide as opposed to targeted interventions. The combined obese and overweight measure is more challenging in that we are looking at a much larger group of children, awareness of what overweight looks like is much lower - many people would not recognise that a child is in the overweight category and also the health risks associated with overweight are lower than the risks associated with obesity. Actions that have taken place over the last year to address overweight and obesity in 0-5 year olds include:</p> <ul style="list-style-type: none"> - Continued promotion of breastfeeding - Research into why we have a relatively low prevalence of exclusive breastfeeding in Tower Hamlets - Continued expansion of the early years accreditation scheme (that provides organisational standards for Children's Centres, Nurseries and other childcare settings on healthy food, physical activity and emotional health and wellbeing) - Re-commissioning of the community based active play and healthy eating programme for 0-5 year olds - Continued development of the 'Healthy Families' programme, including 'Healthy Family Parent Ambassadors', local parents who work on a voluntary basis to support others around healthy eating and active lives (also work with families with older children) - Continued developing of cooking club training for community workers and volunteers (also work with families with older children) - Re-commissioning of the child and family weight management service 																			

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