CABINET

MAYOR
Mayor John Biggs

CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Amina Ali	(Cabinet Member for Culture, Arts and Brexit)
Councillor David Edgar	(Cabinet Member for Environment)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Denise Jones	(Cabinet Member for Adults, Health and Wellbeing)
Councillor Candida Ronald	(Cabinet Member for Resources and the Voluntary Sector)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

[The quorum for Cabinet is 3 Members]

MEETING DETAILS

Wednesday, 22 May 2019 at 4.00 p.m.
C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

The meeting is open to the public to attend.

Further Information

The public are welcome to attend meetings of the Cabinet. Procedures relating to Public Engagement are set out in the 'Guide to Cabinet' attached to this agenda.

Contact for further enquiries:
Matthew Mannion, Democratic Services,
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG
Tel: 020 7364 4651
E-mail: matthew.mannion@towerhamlets.gov.uk
Web:http://www.towerhamlets.gov.uk

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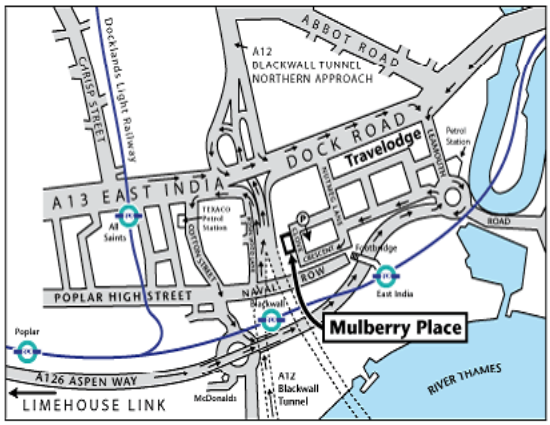

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A Guide to CABINET

Decision Making at Tower Hamlets
As Tower Hamlets operates the Directly Elected Mayor system, **Mayor John Biggs** 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, 24 May 2019**
- The deadline for call-ins is: **Monday, 3 June 2019**

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

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

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

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 22 MAY 2019

4.00 p.m.

Pages

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

9 - 12

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

13 - 22

The unrestricted minutes of the Cabinet meeting held on Wednesday 24 April 2019 are presented for approval.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

5. OVERVIEW & SCRUTINY COMMITTEE

5 .1 Chair's Advice of Key Issues or Questions

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

5 .2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

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

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6 .1	Neighbourhood Planning: Modification of East Shoreditch Neighbourhood Area	23 - 60

Report Summary:
As LPA, the Council is required to determine applications for Neighbourhood Planning Area designations in accordance with the Town and County Planning Act 1990 (as amended) and the Neighbourhood Planning (General) Regulations 2012.

The Council has received an application from the community organisation East Shoreditch Neighbourhood Forum to modify the boundary of the existing East Shoreditch Neighbourhood Planning Area.

Wards:	Weavers
Lead Member:	Deputy Mayor and Cabinet Member for Regeneration and Air Quality
Corporate Priority:	A borough that our residents are proud of and love to live in

6 .2	Chrisp street Regeneration Scheme- Land Transfer Matters	61 - 80

Report Summary:
In conjunction with the approved resolution dated 26 September 2018 for a single Compulsory Purchase Order (CPO) under the Town and Country Planning Act 1990 in relation to the Chrisp Street Regeneration Scheme; Acquisition of Council Land and Property Interests and Street Market Management Arrangements, noting is required to inform Cabinet of the intention by the Council to use section 203 of the Housing and Planning Act 2016 to progress the regeneration scheme

Wards:	Lansbury
Lead Member:	Cabinet Member for Environment
Corporate Priority:	A borough that our residents are proud of and love to live in

6 .3	Safeguarding Adults Board Strategy 2019-2014	81 - 106

Report Summary:
The Safeguarding Adults Board Strategy sets out what the organisations represented on the Safeguarding Adults Board will do to prevent and tackle adult abuse and neglect over the next five years.

Wards:	All Wards
Lead Member:	Cabinet Member for Adults, Health and Wellbeing
Corporate Priority:	TH Plan 3: Strong, resilient and safe communities

6 .4	London Counter Fraud Hub	107 - 168

Report Summary:
To provide an outline to Cabinet as to the work undertaken by the London Borough of Ealing, supported by a number of pilot Boroughs, leading to the creation of the London Counter Fraud Hub and to seek approval to join the hub as a Participating Authority.

Wards:	All Wards
Lead Member:	Cabinet Member for Resources and the Voluntary Sector
Corporate Priority:	A dynamic outcomes-based Council using digital innovation and partnership working

6 .5	Quarterly Performance & Improvement Monitoring - Q4 2018-19	169 - 274

Report Summary:
This report provides the Mayor in Cabinet with an update on the delivery and implementation of the councils Strategic Plan

Wards:	All Wards
Lead Member:	Mayor
Corporate Priority:	A borough that our residents are proud of and love to live in

6 .6	Revenue and Capital Budget Outturn 2018/19	275 - 314

Report Summary:
This report details the 2018-19 outturn position against the approved budget for the Revenue and Capital Spend for the financial year end 2018-19.

The report may also seek approval for any new capital projects that need to be progressed during 2018-19.

It also includes information on the councils progress against its saving targets and a number of general financial health indicators.

Wards:	All Wards
Lead Member:	Cabinet Member for Resources and the Voluntary Sector
Corporate Priority:	All Priorities

6 .7	Approval of change to Servelec contract	315 - 320

Report Summary:
This report will request that the Mayor in Cabinet approve a change to the existing Servelec contract. Servelec provide the Council with a case management solution utilised by Adults and Children's Social Care.

The financial value of the change of contract exceeds the threshold for delegated decisions.

Wards:	All Wards
Lead Member:	Councillor Danny Hassell, (Cabinet Member for Children, Schools and Young People), Councillor Denise Jones, (Cabinet Member for Adults, Health and Wellbeing), Councillor Candida Ronald, (Cabinet Member for Resources and the Voluntary Sector)
Corporate Priority:	People are aspirational, independent and have equal access to opportunities

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

8. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

10 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business

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

10 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

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

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

Nil items.

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

Next Meeting of the Committee:
Wednesday, 26 June 2019 at 5.30 p.m. in C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 4.04 P.M. ON WEDNESDAY, 24 APRIL 2019

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

Members Present:

Mayor John Biggs	
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Amina Ali	(Cabinet Member for Culture, Arts and Brexit)
Councillor David Edgar	(Cabinet Member for Environment)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Denise Jones	(Cabinet Member for Adults, Health and Wellbeing)
Councillor Candida Ronald	(Cabinet Member for Resources and the Voluntary Sector)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

Other Councillors Present:

Councillor Peter Golds	
Councillor Abdal Ullah	
Councillor Andrew Wood	(Leader of the Conservative Group)

Officers Present:

David Courcoux	(Head of the Mayor's Office)
Ralph Million	(Senior Strategic Asset Manager, Place)
David Tolley	(Head of Environmental Health and Trading Standards)
Matthew Vaughan	(Political Advisor to the Conservative Group, Democratic Services, LPG)
Adam Boey	(Senior Strategy & Policy Manager - Corporate)
Stephen Bramah	(Deputy Head of the Mayor's office)
Paul Buckenham	(Development Manager, Planning Services, Place)
Ann Corbett	(Divisional Director, Community Safety)
Daniel Devitt	(Senior Programme Manager, Born Well and Growing Well)
Thorsten Dreyer	Strategy & Business Development Manager
Afazul Hoque	(Head of Corporate Strategy & Policy)
Tom Lewis	(Team Leader - Licensing Services)
Asmat Hussain	(Corporate Director, Governance and Monitoring Officer)

Debbie Jones	(Corporate Director, Children and Culture)
Neville Murton	Corporate Director, Resources)
Denise Radley	(Corporate Director, Health, Adults & Community)
Ann Sutcliffe	(Corporate Director, Place)
Will Tuckley	(Chief Executive)
Matthew Mannion	(Head of Democratic Services, Governance)

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interest.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 27 March 2019 be approved and signed by the Chair as a correct record of proceedings.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

The Mayor made a number of announcements at the meeting, including:

- Expressing shock at the terrorist attack in Sri Lanka. He reported that with the Chief Executive he would be sending a joint letter of condolence to the High Commissioner.
- Noting the work the Council was undertaking to tackle violent crime and the action plan that had been put together in response to last year's Scrutiny review. The Council was working in partnership with schools, the Police and St Giles amongst others. The Council was also securing additional funding from government to tackle serious knife crime and gang issues in the borough.
- Noting the 20th Anniversary of the Brick Lane bombing atrocity. He would be unveiling a plaque there later in the day.
- Congratulating Jaami Barry on being elected as Young Mayor and he looked forward to working with the Young Mayor and his Deputies.
- Thank Owen Whalley (Divisional Director, Planning & Building Control) for his thirty years' service to the borough and wish him well for his retirement.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

Pre-decision Scrutiny Questions and officer responses were presented in respect of Agenda Items 6.2 (Strategic Plan 2019-22) and Growth and Economic Development Plan 2018-23.

These were considered during discussion of the relevant items.

In addition the Councillor Abdal Ullah, Chair of the Overview and Scrutiny Committee (OSC), provided Cabinet with an update on the recent OSC meeting. He reported that:

- The Committee had heard from the Young Mayor and heard about the kinds of issues that were important to young people such as the environment, safety and poverty. The Committee were really impressed by the young people and looked forward to working with them in the future. He encouraged the Council to think about working with the Young Mayor and his team as much as possible, especially in looking at how they could help in communicating with other young people in the borough.
- There had been a big discussion on Community Safety and he commended the report that was on the Cabinet agenda today following the Scrutiny Review.
- They had explored the issues of underachievement by some white working class residents.
- To note that the Overview and Scrutiny Committee were exploring options for restructuring its Sub-Committees and the Lead Member portfolios.

The **Mayor** thanked him for his presentation and for his work over the year.

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

Nil items.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 Gangs and Serious Youth Violence Scrutiny Review Action Plan

Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People, and Councillor Asma Begum, Deputy Mayor and Cabinet Member for Community Safety and Equalities, introduced the report on the proposed Action Plan following last year's Scrutiny Review into Gangs and Serious Youth Violence.

They highlighted that this was a big concern for residents and so the Council was investing significant time and money into tackling the problem including working with partners where possible. For example, a violent crime summit

had been held recently which had resulted in a statement of actions to undertake.

The Action Plan following the scrutiny review had resulted in 20 recommendations built around four themes with safeguarding central to all areas.

A large number of projects were being undertaken, strategies refreshed and new resources identified including creating new posts linked to the major trauma unit at the Royal London Hospital.

The **Mayor** welcomed the report and highlighted the real difference this work was making. He thanked Denise Radley the Corporate Director, Health, Adults and Community, Ann Corbett, Divisional Director for Community Safety and everyone involved in the work. He **agreed** the recommendations as set out.

RESOLVED

1. To note this report and the progress made since the Scrutiny Review report was published in March 2018, as set out in Appendix 1 to the report.

2. To approve the action plan which sets out the Council's response to the recommendations of the Scrutiny Review Session in Appendix 2 to the report.

3. To support the continuation of efforts made through newly implemented initiatives to disrupt gang activity, with particular attention on the improved quality and timeliness of services for children at risk of becoming involved in gang activity and serious youth violence.

4. To acknowledge the recognition of Ofsted in monitoring visit reports as to the improvements made in Children's Social Care.

6.2 Strategic Plan 2019-22

The **Mayor** introduced the report on the Council's Strategic Plan for 2019-22. He highlighted how the Plan mapped the Council's objectives onto clear work objectives giving examples such as around the waste strategy, healthy residents, safeguarding issues, Brexit and tackling drug markets.

He thanked all the officers involved in the report. He noted the Pre-Decision Scrutiny Questions and officer responses and **agreed** the recommendations.

RESOLVED

1. To adopt the draft Strategic Plan for 2019-22 at Appendix 1 to the report.

2. To endorse the proposed approach to strategic delivery as set out in paragraph 3.5-3.8 of the report; and

3. To delegate to the Divisional Director, Strategy, Policy & Performance to finalise the Plan following Cabinet and following consultation with the Mayor.

6.3 The Tower Hamlets Safeguarding Partnership (THSCP) - an Overview and Update on the new Safeguarding Children arrangements

Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People, introduced the report providing an update on the Tower Hamlets Safeguarding Partnership and the new arrangements that were being set up. He explained that the changes followed a national review of children's safeguarding and new arrangements were required to be implemented by March next year.

The report set out a number of changes including the replacement of the Local Safeguarding Children Board and changes to serious case reviews.

The **Mayor** highlighted how important it was to get this right. In particular he noted the importance of working with stakeholders and key partners.

He thanked Daniel Devitt and the Integrated Youth and Community Service for their work and **agreed** the recommendations as set out.

RESOLVED

1. To note the progress to date in the development of the Tower Hamlets Safeguarding Children Partnership and Child Death Review (CDR) systems outlined in (paragraphs 3.1 to 3.14 of the report and appendices A, B and C to the report).

2. To approve the authority of the Corporate Director Children and Culture to act on behalf of LBTH at the THSCP (paragraph 3.4 of the report).

3. To approve the move to the shared CDR function in North East London (paragraph 3.13 of the report).

4. To note the indicative budget outlined in paragraph 3.7 and works underway to scope the full costs of the THSCP (paragraph 3.1 of the report).

5. To note the works underway to scope the full costs and contribution to North East London CDR systems (paragraph 3.8 of the report).

6.4 Enforcement Policy Review

Councillor David Edgar, Cabinet Member for Environment, introduced the report presenting the review of the Council's Enforcement Policy.

He explained that the policy had last been updated in 2010 and so it needed to be brought up to date with legal and other changes. He highlighted that there were a wide range of potential enforcement actions but that the Council had to ensure they were consistent and proportional.

The **Mayor** welcomed the report as setting a clear framework for the Council and **agreed** the recommendation as set out.

RESOLVED

1. To agree the proposed Enforcement Policy set out at Appendix 1 to the report.

6.5 Growth and Economic Development Plan 2018-2023

Councillor Motin Uz-Zaman, Cabinet Member for Work and Economic Development, introduced the report setting out the Council's Growth and Economic Development Plan for 2018-23.

He explained that the draft plan had been put out to consultation and now, following consideration of those submissions, was presented for agreement. The aim was to support the building of an economy that worked for local people and ensure everyone was able to benefit from the borough's success. He gave examples of particular priorities including around careers advice and supporting successful high streets.

There followed a discussion on the importance of supporting young people into jobs and officers highlighted two pilot projects in this area. Councillor Denise Jones then also noted that she sat on the Board of St John Cass and had seen the work they were doing supporting young people into getting jobs.

The **Mayor** welcomed the comments made during the discussion. He also noted how this Plan was part of a suite of strategies about regeneration and that he would be keeping an eye on its potential impact.

He noted the Pre-Decision Scrutiny Questions and officer responses and **agreed** the recommendation as set out.

RESOLVED

1. To approve the Growth and Economic Development Plan.

6.6 Adoption of statement of Community Involvement

Councillor Rachel Blake, Deputy Mayor and Cabinet Member for Regeneration and Air Quality introduced the report proposing the adoption of the Statement of Community Involvement in relation to the preparation of planning documents and the taking of planning decisions. The Council considered it important to ensure meaningful public consultation took place and that the process was easy for residents to engage with.

The **Mayor** welcomed the report and **agreed** the recommendations as set out.

RESOLVED

1. To approve the adoption of the updated Statement of Community Involvement, to supersede the 2017 version.

2. To note the specific equalities considerations as set out in paragraphs 4.1 to 4.3 of the report.

6.7 Nomination to Outside Bodies

The **Mayor** introduced the report proposing a number of nominations to outside bodies and to the removal of some outside bodies from the list following a review by the General Purposes Committee. He thanked officers for their work and **agreed** the recommendations as set out.

RESOLVED

1. To agree the nominations to outside bodies as shown in Paragraph 3.4 of the report.

2. To agree to discontinue nominations to the outside bodies as shown in Paragraph 3.6 of the report as proposed by the General Purposes Committee review.

6.8 Ailsa Street Land Disposal - Revised Terms

The **Mayor** introduced the report on the proposed disposal of land on Ailsa Street. He agreed the reasons for urgency as set out in the report, namely that:

> "The report cannot await the next scheduled meeting of Cabinet in May because the purchasers of the Council land, who are the developers of the Ailsa Street scheme, have indicated that an earlier decision is required in order to fit with its development timetable. The negotiations with the developers have recently been concluded, with insufficient time for the report to be finalised and published at least five days prior to the meeting. However it should be noted that the forthcoming decision notice was published in May 2018".

He highlighted that discussions with the developers had ensured the Council was securing a number of benefits following disposal of the land and that by

disposing of this land a valuable development could take place with a provision for affordable housing. On balance he therefore considered this was the right action to take.

The **Mayor** agreed that the appendix was exempt through Paragraph 3 of Part 1 of Schedule 12A of the 1972 Local Government Act and noted its contents.

He **agreed** the recommendations as set out.

RESOLVED

1. To note that the Council land at Ailsa Street, Lochnagar Street and Bromley Hall Road E14, as shown on the plan at Appendix A to the report, was confirmed by Cabinet as being surplus to the Council's requirements in November 2017.

2. To agree to the disposal of the Council's freehold interest in the Council land to London River Lea One Ltd on the terms set out in the report.

3. To authorise the Corporate Director of Place, to agree to any subsequent minor or favourable variations to the terms and the precise boundaries of the Council land to be sold, in order to implement the recommendation above.

4. To agree to delegate authority to the Corporate Director of Place to decide whether the Council will acquire the affordable housing units to be provided within the scheme and whether to acquire a further 5% of the total number of units provided, for use as additional affordable housing, or to meet other housing objectives.

5. To agree to delegate authority to the Corporate Director of Place to agree the terms for both of the acquisitions mentioned in recommendation 4 above.

6. To authorise the Corporate Director of Place of to agree to any subsequent minor or favourable variations to the terms and the precise boundaries of the land to be sold, in order to implement the recommendations above.

7. To authorise the Corporate Director of Place, to enter into the necessary legal agreements required to implement the recommendations above.

8. To note the equalities considerations as set out in section 7 of the report.

6.9 Wayside Gardens, Marsh Wall; Disposal of Land

The **Mayor** introduced a report on the proposed disposal of land at Wayside Gardens.

He agreed the reasons for urgency as set out in the report, namely that:

> "The report cannot await the next scheduled meeting of Cabinet in May because the purchasers of the Council land, who are the developers of the Alpha Square scheme, have indicated that an earlier decision is required in order to fit with its development timetable. The negotiations with the developers have recently been concluded, with insufficient time for the report to be finalised and published at least five days prior to the meeting. However it should be noted that the forthcoming decision notice was published in November 2018."

The **Mayor** explained that before taking this decision he had asked officers to ensure that the Council could secure good open space and public realm enhancements. He **agreed** the recommendations as set out.

RESOLVED

1. To note the further information on the planning permission and the s106 agreement, as they relate to the open space provision in the Alpha Square scheme, in line with the draft minutes of the meeting of Cabinet on 27 March.

2. To agree that the land at Wayside Gardens is declared surplus to the Council's requirements and is sold to the developer's property holding subsidiary, Drakar Limited, on the basis set out in this report.

3. To delegate authority to the Corporate Director of Place to agree and negotiate the final terms of the proposed disposal and to agree any variations to the terms set out in this report to the benefit of the Council.

4. To agree that works to improve existing parks and open spaces within the Isle of Dogs area are included as part of the development of the Council's capital strategy and programme.

5. Note that the Council gave notice of its intention to dispose of the open space and that no objections were received by the closing date of 22 November 2018.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

8. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.

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

Nil items.

The meeting ended at 5.20 p.m.

MAYOR JOHN BIGGS

CABINET 22 May 2019	
Report of: Ann Sutcliff, Corporate Director, Place	**Classification:** Unrestricted
Neighbourhood Planning: Modification of East Shoreditch Neighbourhood Area	

Lead Member	**Councillor Rachel Blake, Deputy Mayor for Regeneration and Air Quality**
Originating Officer(s)	Adele Maher, Strategic Planning; Steven Heywood, Planning Officer
Wards affected	Weavers
Key Decision?	Yes
Forward Plan Notice Published	
Reason for Key Decision	Effect on communities living in more than one ward AND Procedural reasons – previous neighbourhood planning issues always treated as key decisions
Strategic Plan Priority / Outcome	3. A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.

Executive Summary

Neighbourhood planning was introduced by the Localism Act 2011 and allows communities to help shape their local area by preparing a Neighbourhood Development Plan (NDP), or Neighbourhood Development Orders (NDOs), provided they meet a number of basic conditions, including being in general conformity with the strategic policies of a development plan prepared and adopted by the local planning authority (LPA). In parished areas neighbourhood planning processes are led by parish or town councils; in other areas neighbourhood planning forums must apply to the LPA to be designated as the lead (qualifying body).

As LPA, the Council is required to determine applications for Neighbourhood Planning Area designations in accordance with the Town and County Planning Act 1990 (as amended) and the Neighbourhood Planning (General) Regulations 2012.

The Council has received an application from the community organisation East Shoreditch Neighbourhood Forum to modify the boundary of the existing East Shoreditch Neighbourhood Planning Area.

Recommendations:

Cabinet is recommended to:

1. A approve the amendment to the East Shoreditch Neighbourhood Area.

2. To note the specific equalities considerations as set out in paragraphs 7.1 to 7.3.

1. REASONS FOR THE DECISIONS

1.1 The Council has received an application to modify the East Shoreditch Neighbourhood Planning Area.

1.2 The Council is required to determine applications for neighbourhood planning area designations in accordance with the Town and County Planning Act 1990 (as amended) ("TCPA 1990") and the Neighbourhood Planning (General) Regulations 2012 ("the 2012 Regulations").

1.3 The Government's Planning Practice Guidance ("PPG") on Neighbourhood Planning (Ref ID: 41) provides guidance on the determination of such applications. It also states that the role of the Local Planning Authority ("LPA") is to take decisions at key stages in the Neighbourhood Planning process.

1.4 Officers have undertaken an assessment of the proposed East Shoreditch Neighbourhood Planning Area application against relevant provisions of the TCPA 1990, the 2012 Regulations and the guidance detailed in the PPG. As a result, officers are satisfied that the application accords with relevant legislative requirements. The application is therefore recommended for approval and a decision should be taken in accordance with the LPA's statutory duties.

2. ALTERNATIVE OPTIONS

2.1 Section 61G of the TCPA 1990, requires the authority to exercise its power of designation where a valid application has been made so as to secure that some, or all, of the proposed Area forms part of one or more areas designated (or to be designated) as neighbourhood areas where:

i) some or all of the proposed area has not been designated as a neighbourhood planning area; or
ii) the authority refuses the application because it considers that the proposed area is not an appropriate area to be designated as a neighbourhood area.

2.2 The authority may also modify designations already made and ensure that neighbourhood areas do not overlap.

2.3 In accordance with section 61H of the TCPA 1990, the authority has an additional option. Section 61H provides that the power of a LPA to designate a neighbourhood area, as a business area, is exercisable by the authority only if, having regard to such matters as may be prescribed, it considers that the area is wholly or predominantly business in nature.

2.4 Options available to the authority are therefore to: 1) designate all of the area proposed in the application; 2) designate the area applied for, with modifications, ensuring some of the proposed area is in the designation; 3) modify existing designations; and 4) designate the area as a business area. These have been considered by the authority.

2.5 It is considered that the modified Area proposed meets the relevant legislative requirements and guidance in paragraph 33 of the Planning Policy Guidance. It is not required to modify any other existing designation. It is also not considered appropriate to designate the Area as a business area as officers do not consider the Area to meet the requirements of section 61H of the Town and County Planning Act 1990, as it is not wholly or predominately business in nature.

3. DETAILS OF THE REPORT

3.1 This report provides an overview of the assessment of the East Shoreditch Neighbourhood Planning Area application.

3.2 The content of this report is as follows:

- Section 4: provides an introduction to Neighbourhood Planning;
- Section 5: outlines the relevant legislative framework and guidance; and
- Section 6: provides a background to the East Shoreditch Neighbourhood Planning Area application and details of the LPA's assessment.

4 INTRODUCTION TO NEIGHBOURHOOD PLANNING: A COMMUNITY LED PROCESS

4.1 The Localism Act 2011 amended the TCPA 1990 to make provision for neighbourhood planning, which gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area. Neighbourhood planning provides a powerful set of tools for local people to ensure that they get the right types of development for their community where the ambition of the neighbourhood is aligned with the strategic needs and priorities of the wider local area.

4.2 The legislative provisions concerning neighbourhood planning within the TCPA 1990 are supplemented by the Neighbourhood Planning (General) Regulations 2012 (as amended by the Neighbourhood Planning (General)

(Amendment) Regulations 2015) and the Neighbourhood Planning (Referendum) Regulations 2012 ("the 2012 Regulations").

4.3 PPG issued by the Secretary of State for Communities and Local Government provides detailed advice relating to the neighbourhood planning system introduced by the Localism Act 2011, addressing the key stages of decision-making including the designation of neighbourhood areas.

4.4 Neighbourhood planning provides communities with the ability to prepare a Neighbourhood Development Plan (NDP) and/or Neighbourhood Development Orders (NDO), in areas designated by the LPA on application as a neighbourhood area. Neighbourhood planning powers may only be exercised by bodies authorised by the legislation. In a neighbourhood area where there is a parish council, only a parish council may make proposals for a NDP or NDO. In neighbourhood areas without a parish council, only a body designated by the LPA as a neighbourhood forum may bring forward a NDP or NDO(s) for that neighbourhood area.

4.5 NDPs set out policies in relation to the development and use of land in all or part of a defined neighbourhood area and may include site allocations, or development principles, for allocated sites. They may also include character appraisals and seek to establish community facilities and/or identify areas for public realm improvements. NDOs allow for planning permission to be granted in the circumstances proposed and exempt certain types of development, or development in certain areas, or on particular sites, from the usual requirement to apply to the LPA for a grant of planning permission.

4.6 Both NDPs and NDOs need to be in general conformity with the strategic policies of the Council's 'Local Plan': Core Strategy (2010) and Managing Development Document (MDD) (2013).

4.7 A NDP that has been 'made' in accordance with the relevant legislative provisions forms part of the Council's statutory 'Development Plan' (comprising the Local Plan and London Plan) and, as such, will be accorded full weight when determining planning applications in the neighbourhood area. NDPs will form a new spatial layer to the Council's planning policy and guidance.

4.8 NDP policies will be developed by a neighbourhood forum through consultation with stakeholders in their relevant neighbourhood area and through engagement with Council Officers. Proposed NDP policies must be supported by an up-to-date evidence base to ensure that they are reasonable, sound and justified. Before the NDP is 'made' it must be subject to pre-submission publicity and consultation, submitted to the LPA for a legal compliance check, publicised for consultation, submitted for independent examination, found by the independent examiner to meet the basic conditions proposed in the legislation, and passed at a referendum.

Community Infrastructure Levy

4.9 The Community Infrastructure Levy Regulations 2010, as amended by the Community Infrastructure Levy (Amendment) Regulations 2013 ("the CIL Regulations") were supplemented by the Community Infrastructure Levy Guidance Note, published by DCLG on 26 April 2013. The 2013 guidance was replaced by the Government's PPG on 6 March 2014.

4.10 The CIL Regulations, as explained by the PPG, make provision for how CIL receipts may be used in relation to neighbourhood planning in those areas which have Parish Councils and those which do not. Tower Hamlets currently does not have any Parish Councils and, as such, the Council retains the revenue generated by CIL.

4.11 The Community Infrastructure Levy PPG (Ref ID: 25) states (at paragraph 072) that:

"… In England, communities that draw up a neighbourhood plan or neighbourhood development order (including a community right to build order), and secure the consent of local people in a referendum, will benefit from 25 per cent of the levy revenues arising from the development that takes place in their area. This amount will not be subject to an annual limit. …"

4.12 Therefore, where a NDP or NDO has been adopted, the Council is required to consult with the local community as to how this 25 per cent proportion of CIL receipts will be spent. Irrespective of this regulation, the Cabinet in December 2016, agreed to undertake this for all areas of the borough whether or not an NDP or NDO has been adopted.

Overview of Neighbourhood Planning at LBTH

4.13 The determination of applications to designate neighbourhood areas and neighbourhood forums are decisions exercised by the Mayor of Tower Hamlets.

4.14 Such applications are required by the Council to be submitted using the Council's neighbourhood planning application.

4.15 The Council has published Guidance and a Service Offer to assist prospective neighbourhood forums to understand what is involved in becoming a forum and designating an area, the criteria the Council use to make decisions and the support the Council provides at each stage.

4.16 This Guidance advises prospective forums to liaise with officers prior to applications being submitted. This allows those proposing to engage in the neighbourhood planning process to meet relevant legislative requirements.

4.17 The Council is required to publicise applications for the designation or neighbourhood areas and forums for a period of six weeks. In addition to that basic legislative requirement, Officers are guided by best practice and also consult with the following:

- Government agencies
- Relevant Ward Councillors

5 NEIGHBOURHOOD PLANNING AREAS: RELEVANT LEGISLATION AND GUIDANCE

5.1 This section outlines the relevant legislative framework and guidance as they relate to the designation of neighbourhood areas, in the following sequence: 1) making an application 2) consulting on an application and 3) designating an area.

5.2 The Council has a statutory duty to determine applications to establish neighbourhood areas in accordance with the relevant legislation: sections 61G(5) and 61H(3) of the TCPA 1990. The Council must also have regard to the guidance in the PPG on neighbourhood planning as it relates to the designation of neighbourhood areas.

Making an application

5.3 In accordance with Regulation 5 of 2012 Regulations where a relevant body submits an area application to the local planning authority it must include:

(a) A map which identifies the area to which the area application relates

(b) A statement explaining why this area is considered appropriate to be designated as a neighbourhood area; and

(c) A statement that the organisation or body making the area application is a relevant body for the purposes of section 61G of the TCPA 1990.

5.4 A local planning authority (LPA) may decline to consider an area application if the relevant body has already made an area application and a decision has not yet been made on that application.

5.5 Upon receipt of an application, it is validated in accordance with the above.

Consulting on an application

5.6 In accordance with regulation 6 of the 2012 Regulations, the LPA must publish the following on its website and in such a manner as to bring the application to the attention of people who live, work or carry on business in the area to which the application relates:

(a) a copy of the area application;

(b) details of how to make representations; and

(c) the date by which those representations must be received, being not less than 6 weeks from the date on which the application is first published.

Designating an area

5.7 In accordance with section 61G of the TCPA 1990, a LPA must exercise its power *"so as to secure some or all of the proposed area forms part of one of more areas designated as neighbourhood area".* In so doing, the LPA (in non-parished areas such as Tower Hamlets) must have regard to:

(1) The desirability of maintaining the existing boundaries of areas already designated as neighbourhood areas (section 61G(4)(b));

(2) Refusing the application because they consider that the proposed area is not an appropriate area to be designated as a neighbourhood area (section 61G(5)(c));

(3) Exercising their power of designation so as to secure that some or all of the proposed area forms part of one or more areas designated (or to be designated) as a neighbourhood area (section 61G(5)(c));

(4) Modification of designations already made (section 61G(6)); and

(5) Ensuring that neighbourhood areas to do not overlap (section (61G(7)).

5.8 In accordance with section 61H of the TCPA 1990, whenever a local planning authority exercises their power under section 61G to designate an area as a neighbourhood area, they must consider whether they should designate the area concerned as a business area.

5.9 Section 61H(c) specifies the criteria for determining if an area should be designated as a business area. It states that:

> *"The power of a local planning authority to designate a neighbourhood area as a business area is exercisable by the authority only if, having regards to such matters as may be prescribed, they consider that the area is wholly or predominately business in nature."*

5.10 The PPG states at paragraph 035 that *"the local planning authority should aim to designate the area applied for"*.

5.11 Section 61O of the TCPA 1990 requires a LPA to take account of the guidance in paragraph 033 of the PPG, which lists considerations that may be relevant to determining the boundaries of a neighbourhood area. Paragraph 033 of the PPG also provides guidance on considerations when deciding the boundaries of areas. It states that *"electoral ward boundaries can be a useful starting point for discussions on the appropriate size of a neighbourhood area"*.

5.12 Other considerations outlined in the PPG relate to:

(a) village or settlement boundaries, which could reflect areas of planned expansion;

(b) the catchment area for walking to local services such as shops, primary schools, doctors' surgery, parks or other facilities;

(c) the area where formal or informal networks of community based groups operate;

(d) the physical appearance or characteristics of the neighbourhood, for example buildings may be of a consistent scale or style;

(e) whether the area forms all or part of a coherent estate either for businesses or residents;

(f) whether the area is wholly or predominantly a business area;

(g) whether infrastructure or physical features define a natural boundary, for example a major road or railway line or waterway;

(h) the natural setting or features in an area; and

(i) size of the population (living and working) in the area.

(Please note that LBTH have inserted the lettering above whereas the PPG uses bullet points)

5.13 The area application for the Poplar Neighbourhood Area is assessed against the above legislative and regulatory criteria. The assessment also takes into account the PPG guidance and public consultation responses where relevant to decision making. Relevance is determined in line with the legislative and regulatory criteria and PPG guidance. The following section of this report assesses the application against the above considerations.

6 NEIGHBOURHOOD PLANNING AREAS: EAST SHOREDITCH APPLICATION

6.1 This section provides a background to the East Shoreditch Neighbourhood Planning Area application, public consultation and details of the assessment. The format of this section outlines how the East Shoreditch Neighbourhood Planning Area application was processed and assessed in relation to the criteria that an LPA must have regard to as it relates to: (1) making an application; (2) consulting on an application; and (3) designating an area.

6.2 The designation of an area is assessed against the criteria taken from sections 61G(1-5), 61H and paragraph 033 and 035 of the PPG.

Context of the application

6.3 On 1 October 2013, an application was received for an East Shoreditch Neighbourhood Planning Area and Neighbourhood Planning Forum. The area was cross-boundary, including parts of the boroughs of Tower Hamlets and Hackney. The East Shoreditch Neighbourhood Area and Forum were designated in Tower Hamlets on 5 February 2014.

6.4 For the Hackney portion of the area, a decision was not taken until 23 February 2015. The London Borough of Hackney refused to designate the Neighbourhood Planning Area as applied for (an area that stretched to Shoreditch High Street), and instead designated a much smaller area as the East Shoreditch Neighbourhood Planning Area (including only the land directly surrounding St Leonard's Church). At the same meeting, Hackney refused to designate the East Shoreditch Neighbourhood Forum, on the basis that the area the Forum had applied to be responsible for had now substantially changed.

6.5 This problem of the Forum being recognised only in the Tower Hamlets part of its corresponding Neighbourhood area was not resolved, causing difficulties for the Forum in bringing a neighbourhood plan forward. Neighbourhood Planning Forum designations expire after five years unless renewed, and the East Shoreditch Neighbourhood Forum designation expired on 5 February 2019. The expiration of the official Forum designation does not automatically mean the cessation of the organisation that played the role of the Forum – but it does mean that such an organisation has no statutory planning role unless and until it is redesignated as a Forum.

6.6 Shortly after the expiry of the Forum designation, the East Shoreditch Neighbourhood Forum designation made contact with planning officers to discuss redesignation and a modification of the neighbourhood area to exclude the area in Hackney that had caused problems for the full recognition of the Forum.

6.7 Officers advised that the modified neighbourhood area should be applied for before the redesignation of the Forum. The application evaluated below is for the modified neighbourhood area. For the purposes of planning in Tower Hamlets, the area applied for is identical to that which is already designated in the borough, with the exception that the Area would now officially stop at the boundary of Tower Hamlets – whereas before it would continue over the border into Hackney.

6.8 The London Borough of Hackney has been contacted by planning officers concerning this change, and will be contacted again to discuss the implications for altering their own neighbourhood planning documentation.

Making an application

Application submission and validation

6.9 An application was received from the East Shoreditch Neighbourhood Forum on 7 March 2019. The application was to modify the East Shoreditch Neighbourhood Planning Area. It contained:

- A map which identified the Area to which the application relates;
- A statement explaining why this Area is considered appropriate to be designated as a neighbourhood area in the application form; and
- A statement that the organisation or body making the area application is a relevant body for the purposes of section 61G of the TCPA 1990 in the application form.

6.10 A Neighbourhood Planning Area has already been designated in this area by the Council, on 5 February 2014. The existing area was also applied for by the East Shoreditch Neighbourhood Forum, and this group was designated as the Neighbourhood Planning Forum for the area at the same time. The official designation of this group as the Neighbourhood Planning Forum for the East Shoreditch Neighbourhood Area expired on 5 February 2019 – the organisation continues to exist, but no longer has any statutory role. Designations of Neighbourhood Planning Areas do not expire after a set time, in the way that designations for Neighbourhood Planning Forums do.

6.11 Officers consider that the East Shoreditch Neighbourhood Forum is still a relevant body for the purposes of section 61G of the TCPA 1990 (in the sense that they would be eligible to be redesignated as the statutory Neighbourhood Planning forum for the area), and can therefore propose changes to the relevant neighbourhood area.

6.12 The application submission was therefore validated in accordance with regulation 5 of the 2012 Regulations, on 7 March 2019.

Consultation on application

Public consultation process

6.13 In accordance with regulation 6 of the 2012 Regulations, public consultation on the Area application was carried out for six weeks between 14 March 2019 and 24 April 2019.

6.14 The consultation was advertised in the East London Advertiser, and all application documents were made available on the Council's website, in the Town Hall reception, and at Bethnal Green Library and Idea Store Whitechapel. Publicity material provided details of how to make representations, and the date by which those representations had to be received, which was 24 April 2019.

6.15 Because of the 13 week statutory timeline between the beginning of the consultation and the time when a decision must have been reached by the Council, the consultation was not finished at the time this report reached CLT.

6.16 For this reason, CLT was asked only to 'note' the report and the proposed designation, and to recommend that further scrutiny take place at MAB and Cabinet. A full consultation statement is attached as an appendix to this report, and sets out more detail of consultation methods and responses received.

6.17 In summary, ten responses to the consultation were received. Two were supportive (including one from a local councillor for the ward). Five were from organisations that had no comment to make on the proposed amendment – these were the Canal and River Trust, the Environment Agency, Natural England, National Grid, and the Port of London Authority. Neutral comments were received from Historic England and the Spitalfields Neighbourhood Forum (whose neighbourhood area adjoins this one). Hackney Council provided a further neutral response, setting out the context for their previous decisions on this cross-boundary neighbourhood area, but not explicitly supporting or opposing the proposed modification.

Determining an Application: Designating an Area

6.18 The following section of this report provides:

(1) a summary understanding of the submitted boundary and area;

(2) an assessment of the forum's application against relevant legislation (sections 61G and 61H of the TCPA 1990), the 2012 Regulations and guidance within the PPG;

(1) Proposed Area – Summary of submitted boundaries and area

6.19 The Area comprises part of the ward of Weavers, aligning with the ward and borough boundary along the west, and encompassing the Boundary Estate and parts of Bethnal Green Road and north Brick Lane.

6.20 The western boundary follows the Tower Hamlets administrative boundary between Bethnal Green Road and Columbia Road.

6.21 The northern boundary follows Columbia Road to Virginia Road, at which point it runs adjacent to Columbia Road behind the back curtilages of the buildings facing that road, until reaching Gosset Street. This is justified by the buildings to the west of Virginia Road being accessible from the Boundary Estate side, while the buildings to the east are accessed from Columbia Road itself, and are therefore not considered part of the neighbourhood area.

6.22 The eastern boundary runs down Gosset Street and then to the west of the Mulberry Academy school site. It then runs down Gibraltar Walk to Bethnal Green Road.

6.23 The southern boundary runs along Bethnal Green Road, following the boundary of the Spitalfields Neighbourhood Planning Area, to avoid an overlap between the two areas. To the west of Brick Lane, it diverts south to Sclater Street, before return to the borough administrative boundary to the west.

6.24 The proposed area excludes the Bishopsgate Goodsyard, acknowledging that as a strategic site split across two boroughs, and without a community currently living on the site, it would be inappropriate to include within a Neighbourhood Planning Area.

(2) Assessment of the application – designating an area

6.25 This section of the report considers the area application and public consultation responses against the relevant legislative criteria and guidance outlined above.

In accordance with 61G(4)(b), is it desirable to maintain the existing boundaries of areas already designated as neighbourhood areas?

6.26 The proposed Area maintains the existing boundary of the Spitalfields Neighbourhood Area, whose northern boundary meets the southern boundary of the proposed area. As such it is not necessary to alter the boundaries of any other areas already designated.

6.27 It is considered desirable to alter the boundaries of the East Shoreditch Neighbourhood Planning Area as it currently exists, to exclude the part of the Area within the London Borough of Hackney. This area within Hackney was significantly curtailed from the extent of the Area originally applied for, and there have been consequent difficulties in designating the Neighbourhood Planning Forum in Hackney, which has caused difficulties in bringing a

neighbourhood plan forward. This is described in more detail in paragraphs 6.3 to 6.8 above.

6.28 It is therefore desirable to alter the boundaries of the East Shoreditch Neighbourhood Planning Area to allow a neighbourhood Forum to be fully recognised within the borders of Tower Hamlets, and to assist with the production of a neighbourhood plan for this Area.

In accordance with 61G(5)(c) should the application be refused because it is considered that the proposed area is not an appropriate area to be designated as a neighbourhood area?

6.29 The following paragraphs respond to the above question in addressing the appropriateness of the area to be designated by reference to the considerations listed within paragraph 033 of the PPG (as identified in paragraph 5.12 above) and other matters that have arisen during public consultation.

(a) Village or settlement boundaries

6.30 The proposed boundaries of the Area application do not align with the entirety of any single village, settlement or ward boundaries. In a dense urban context, the use of village or settlement boundaries is inappropriate. However, the Area boundaries do utilise some existing administrative boundaries: the western boundary aligns with the border between Tower Hamlets and Hackney, and much of the southern boundary aligns with the boundary of the Spitalfields Neighbourhood Area.

6.31 The proposal, in combination with the Spitalfields Neighbourhood Area, would leave the area of Bishopsgate Goodsyard isolated, and this area would not be large enough to come forward as a neighbourhood area in the future. However, the Goodsyard is not a site that is currently in use, and therefore does not really form part of the surrounding neighbourhood. If the site is used for residential redevelopment in the future, a modification of the boundaries of the existing neighbourhood areas could include this area. It is not therefore considered necessary to change the proposed boundaries to include this area.

6.32 The boundaries proposed are also the same as those previously considered appropriate and consequently designated in Tower Hamlets. The only difference in the boundaries is the addition of a Neighbourhood Area boundary along the border between Tower Hamlets and Hackney.

(*b) Catchment area*

6.33 The proposed Area is centred on the Boundary Estate and Arnold Circus, and is primarily residential. The area around Redchurch Street and Bethnal Green Road performs a retail and food and drink function which, being so close to Shoreditch High Street and its overground station, is likely to attract visitors from a much wider catchment area. This area also includes the Rich Mix Arts Centre, which also serves a wider catchment than the surrounding area.

6.34 The area is served by a number of small open spaces, which are located within the estate and likely to serve a primarily local function, although the application recognises that they also may act as pedestrian routes through the estate. Local community and faith centres include the St Hilda's East Community Centre and the TAB Centre.

6.35 In a dense urban context, where residents and visitors will use a range of services with overlapping and diverse catchment areas, it is inevitable that there will be alternative overlapping catchment areas which could be appropriate neighbourhood areas. The application's focus on primarily residential catchment around the Boundary Estate, but with the inclusion of some facilities that have a wider reach, is considered one such appropriate catchment area.

(c) Community based groups

6.36 A number of community-based groups, residents' associations, and retail interest groups operate within the area, including Friends of Arnold Circus, Jago Action Group, North Brick Lane Residents' Association, and Redchurch Street Traders, along with many residents' associations that are part of individual housing estates.

6.37 There are no known existing community-based groups that wish to represent the Area as a neighbourhood planning forum, other than the prospective forum that submitted this application.

(d) Physical appearance or characteristics

6.38 The Area is primarily residential, and is centred on the Grade II listed buildings of the Boundary Estate. A number of other Grade II and locally listed buildings are scattered throughout the proposed area. Residential typologies are primarily early- and mid-20th century housing estates, with some newer developments in the southern part of the area around Bethnal Green Road.

6.39 The area includes three conservation areas – Redchurch Street, Boundary Estate, and Hackney Road.

(e) Coherent estate either for businesses or residents

6.40 The proposed Area includes a number of housing estates. All housing estates are included in the Area in their entirety and as such it provides a coherent area for residents.

(f) Wholly or predominantly a business area

6.41 The proposed area is predominately residential in land use and character and as such the area is not considered wholly or predominately business in nature. Therefore it is not considered appropriate to designate the Area as a business area as it does not meet the requirements of section 61H of the Town and County Planning Act 1990.

(g) Infrastructure or physical features as a natural boundary

6.42 The Area as applied for uses some physical features as natural boundaries – most notably Columbia Road and parts of Bethnal Green Road. Other boundaries include the use of a large school site, administrative boundaries, and the edge of a large potential development site (Bishopsgate Goodsyard). Some boundaries have been chosen to move away from strong physical features to include or exclude particular properties from the boundary – but these deviations have been justified in the application form, and can be explained as providing a more coherent neighbourhood area (for example, including the estates on Columbia Road that are accessible from the Boundary Estate, but not including properties further down the road that face away from the neighbourhood area), or to avoid overlap with other neighbourhood areas.

6.43 Under these circumstances, the boundaries are believed to be appropriate – they use physical features and infrastructure as boundaries where possible and necessary, and otherwise appropriately define a particular local neighbourhood.

6.44 These boundaries were also considered appropriate when the Area was previously designated – the only boundary modification being proposed is to add a firm Neighbourhood Area boundary along the existing administrative boundary between Tower Hamlets and Hackney.

(h) the natural setting or features in an area

6.45 The Area's natural setting primarily relates to the character of the Boundary Estate, centred on the green space of Arnold Circus and the many protected trees that dot the estate. Other small green spaces are scattered throughout the area, and the character of green space in the area is that of small, estate-based communal spaces.

(i) Size of the population (living and working) in the area

6.46 The proposed Area does not align with ward boundaries and, as such, it is difficult to calculate the population living and working in the Area. The 2011 Census population for the ward related to the Area as applied for, are used, as an approximate measure:

- Weavers: 12,885

6.47 The proposed Neighbourhood Area covers around a quarter of the area of Weavers ward, and an area which is primarily residential. The residential population of the area might therefore be considered to be around a quarter of the overall ward total, at around 3,000 – but this is quite speculative. An additional working population is likely to be added each day in the commercial area to the south of the proposed Area, but due to the fairly small size of this commercial area, this working population is unlikely to be too significant.

6.48 It is noted that the population size of neighbourhood areas designated to date ranges significantly. It is noted that paragraph 033 of the PPG states that

electoral ‘ward boundaries can be a useful starting point for discussions on the appropriate size of a neighbourhood area; these have an average population of about 5,500 residents’.

6.49 Given the above, the size of the living and working population in the proposed area can be said to be appropriate for a neighbourhood area, and was considered appropriate when the Area was previously designated.

Conclusion

6.50 In conclusion, having assessed the neighbourhood area proposed in the application against the considerations listed in paragraph 035 of the PPG (as detailed above), it is considered on balance that the proposed area is an appropriate neighbourhood area. It is the same area that has previously been designated in Tower Hamlets, with the exception of the addition of a Neighbourhood Planning area boundary along the border between Tower Hamlets and Hackney, where previously the Neighbourhood Area extended into Hackney. It is considered that there have been no major material changes since the previous designation to refuse to designate this modified area within Tower Hamlets.

6.51 The application form attached as an appendix to this report makes clear that alternative areas were considered by the Forum – including an area that stretches to Shoreditch High Street, and the existing area that extends around St Leonard’s Church. However, both of these alternative options consist of alternatives for the Neighbourhood Planning Area within the London Borough of Hackney, and are therefore not relevant to be considered in detail in this report.

6.52 It is considered, however, that the application for an Area which does not cross the boundary into Hackney is appropriate, as the Area applied for entirely within Tower Hamlets would still form an appropriate Neighbourhood Planning Area, and would also allow for a Neighbourhood Forum to be fully recognised and designated within Tower Hamlets, improving the likelihood of a neighbourhood plan for the Area being produced.

Officers’ Recommendation

6.51 Designate the proposed Area (identified in Appendix 1) as the East Shoreditch Neighbourhood Area in accordance with sections 61G(5) and 61H(3) of the TCPA 1990, the Neighbourhood Planning General Regulations 2012, the PPG and the Tower Hamlets Neighbourhood Planning Guidance Note.

7. EQUALITIES IMPLICATIONS

7.1. Equalities implications have been considered so far as they impact upon the determination of the application to become a Neighbourhood Planning Area. The implications of determining these applications on the protected characteristics outlined in the Equalities Act 2010 have been considered using

the Council's Equality Analysis Quality Assurance Checklist and it has been considered that no further action needs to be taken at this stage.

7.2. Due regard for the nine protected groups will be embedded in the preparation and production of any resultant Neighbourhood Development Plan (NDP) or Neighbourhood Development Order (NDO).

7.3. Furthermore, NDPs and NDOs are required to be in general conformity with the Council's Local Plan and as such will give due consideration to equalities considerations and the Community Plan.

8. OTHER STATUTORY IMPLICATIONS

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

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

8.2. **Best Value Implications** – Under Section 3 Local Government Act 1999 the Council 'must 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'.

8.3. During the determination of these applications the Council has worked with the relevant forum where appropriate, having regard to economy efficiency and effectiveness, and in conformity with statutory requirements as detailed in the TCPA (1990).

8.4. At the stage when Forums are developing Neighbourhood Development Plans (NDPs) and Neighbourhood Development Orders (NDOs), the plans and orders will add an additional layer of detail to the Council's Development Plan and look to steer the future development of land in the relevant area. This will better allow the existing and future community to contribute to economic, environmental and social improvements in their area and benefit from the resultant development.

8.5. **Consultations** – A consultation will be held on the proposed Neighbourhood Planning Area between Thursday 14 March and Wednesday 24 April 2019. This fulfils the statutory duty for a six-week consultation on such applications. A consultation statement setting out the results of the consultation will be included as an appendix to this report when it is presented to MAB and Cabinet.

8.6. **Environmental** – Determining Neighbourhood Planning Areas applications does not have any discernable impacts on the environment.

8.7. At the stage where established Neighbourhood Planning Forums are developing NDPs or NDOs for the designated Neighbourhood Planning Areas consideration will be given to action of a greener environment.

8.8. Under Article 3(3) and 3(4) of the Strategic Environmental Assessment (SEA) Directive 2001/42/EC an SEA may be required of plans and programmes which "determine the use of small areas at a local level. In accordance with Regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004 ("the 'Regulations"), the responsible authority will determine whether a Strategic Environmental Assessment (SEA) is necessary. The Council will act as necessary to provide advice to designated Forums in respect of the requirements to carry out an SEA.

8.9. **Risk management** – The application recommendations have been reported through a number of internal groups that consider risk management issues and mitigation. These include:

- Place Directorate Management Team
- Corporate Management Team

8.10. **Crime Reduction** – Determining Neighbourhood Planning Forums and Areas applications does not have any discernible impacts on crime and disorder.

8.11. At the stage where established Neighbourhood Planning Forums are developing NDPs or NDOs for the designated Neighbourhood Planning Areas consideration may be given to crime and disorder where the Forum wish to pursue the implications of crime and disorder on the built environment.

8.12. The neighbourhood area falls within the Neighbourhood Management Pilot area, which aims to tackle community safety and anti-social behaviour issues through a Neighbourhood Management Board. This pilot will end in March 2020. There are not believed to be any implications for the overlap of these two designations.

8.13. **Safeguarding** – There are no specific safeguarding implications associated with this report.

9. COMMENTS OF THE CHIEF FINANCE OFFICER

9.1. The establishment of the East Shoreditch Neighbourhood Planning Area was agreed by the Mayor in Cabinet in February 2014, with the 'East Shoreditch Neighbourhood Forum' being designated as the neighbourhood forum for the area for a five year period. Difficulties were subsequently encountered due to the planning area straddling the Tower Hamlets / Hackney border (see paragraphs 6.3 to 6.8), and the neighbourhood forum designation has now expired (in February 2019). An application has been received from the 'East Shoreditch Neighbourhood Forum' to modify the boundaries of the planning area (see Appendix 1), prior to the organisation possibly seeking its redesignation as the neighbourhood forum for the area.

9.2. The Council has a duty to provide support and advice to area forums, incurring additional administration costs which must be contained within

existing budgets. Funding was historically made available by the MHCLG to assist with these costs, subject to an annual maximum sum dependent upon the number of determinations within the particular financial year. Since 1st April 2016 however, the funding arrangements were changed so that they are no longer year specific. A local planning authority was able to claim £5,000 for each of the first five area designations that it made, with a further £5,000 for each of the first five forum designations. The Council has already designated five neighbourhood planning areas and as a consequence it will not receive any funding towards the costs associated any future designations.

9.3. An element of any Community Infrastructure Levy (CIL) that is generated within a neighbourhood planning area can be allocated specifically to support development within that same area, depending on the status of the neighbourhood planning forum. The appropriate conditions are set out in paragraphs 4.9 to 4.12 of this report. The level of these resources could be substantial and will need to be taken into consideration when determining the allocation of other funding streams across the borough.

9.4. In certain circumstances Neighbourhood Development Orders would exempt certain types of development, or development on a particular site, from requiring planning permission (paragraph 4.5). If this is the case, the Authority will not receive a planning fee, although it will also not incur the costs of processing and determining the application. It is anticipated that the exemption will only relate to a limited number of smaller developments, so any reduction in planning fee income should be relatively minor, however the impact must be closely monitored once the arrangements are in place.

10. COMMENTS OF LEGAL SERVICES

10.1. The legal framework is adequately set out in the body of the report. A Neighbourhood Planning Area (East Shoreditch Neighbourhood Planning Area) has already been designated in this area by the Council, on 5 February 2014. This designation covered an area within LBTH boundaries and a smaller area which was within and designated by LB Hackney. This is an application to modify the boundary of the existing East Shoreditch Neighbourhood Planning Area, to exclude the area within LB Hackney. It is within the LBTH power to agree the modification applied for and for LB Hackney to confirm the de-designation of that part which is within LB Hackney. Where LB Hackney does not de-designate that part within their boundary, this failure would not affect the legal status of the new area.

Linked Reports, Appendices and Background Documents

Linked Report

- Cabinet, 5 February 2014, Consideration of applications to establish Neighbourhood Planning Areas and Forums,

https://democracy.towerhamlets.gov.uk/documents/s53418/6.3a%20Neighbourhood%20Planning%20Report.pdf

Appendices

- Appendix 1: Map of the proposed East Shoreditch Neighbourhood Planning Area
- Appendix 2: Application form for the proposed East Shoreditch Neighbourhood Planning Area
- Appendix 3: Equality Assurance Checklist
- Appendix 4: Consultation statement

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

- NONE

Officer contact details for documents:

Steven Heywood, x4474, steven.heywood@towerhamlets.gov.uk

HACKNEY

TOWER HAMLETS

Borough Boundary

Columbia Road

St Leonard's Church

Calvert Avenue

Arnold Circus

Boundary Estate

Shoreditch High Street

Redchurch Street

Bethnal Green Road

North Brick Lane

Neighbourhood Plan Area Boundary

Borough Boundary

Goodsyard Site

East Shoreditch Neighbourhood Plan Boundary - Updated Feb 2019

Grade II Statutory Listed Buildings

Locally Listed Building

Conservation Areas

Tree Preservation Orders

N

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Neighbourhood Planning Area

Application Form

This form should be completed electronically.

Important Information:

This application form should be completed using the information provided in the Tower Hamlets Neighbourhood Planning Guidance Note Stage 1.

In order to increase the speed and ease of decision making, and to make the process more manageable for prospective Forums, the Council strongly suggests that this application should be completed and submitted before a Neighbourhood Forum application. Once the Neighbourhood Area has been formally designated, a Neighbourhood Forum Application can be submitted.

The Council wants to ensure that your applications are approved in a smooth and timely manner. In order to support this process, we encourage interested groups to meet and begin discussions with the Plan Making Team, well in advance of submitting an application.
This meeting will provide advice and guidance on key considerations, which will help to ensure that the Area and Forum, as applied for can be designated without delays.
Email neighbourhoodplanning@towerhamlets.gov.uk or call 020 7364 5009 to set up the meeting.

Contact information

Public information

Group name
East Shoreditch Forum (pending designation)

Contact details of the Group (complete as relevant)	
Email address	eastshoreditch@gmail.com
Website address	www.eastshoreditch.com
Facebook page	n/a
Twitter account	n/a
Other	n/a

Confidential information

Contact details of one Group member	
Name	Rebecca Collings
Email	info@rebeccacollings.com
Address	Flat 6
	11 Chance Street
Postcode	E2 7JB
Telephone	07973 186426

Contact details of an additional Group member (optional)	
Name	Amanda Reynolds
Email	amanda@ar-urbanism.com
Address	77 Chambord Street
	Click here to enter text.
Postcode	E2 7NJ
Telephone	07949 570 475

Neighbourhood Planning Area application information

1a. Do you consider your group to be capable of being designated as a Neighbourhood Planning Forum? (in accordance with the requirements for Forums set out in the LBTH Guidance Note Stage 1)

Yes ☒ No ☐

1b. Please provide a statement that your group is capable of being designated as a Neighbourhood Planning Forum? (in accordance with the requirements for Forums set out in the LBTH Guidance Note Stage 1)

This application is by core members of the original East Shoreditch Neighbourhood Planning Forum (ESNPF). Originally designated in February 2014, ESNPF got to the point of writing a draft plan. But as a result of neighbourhood churn and personal circumstances, a number of people had to resign from ESNPF. However, given the more acceptable proposals coming forward for the Goodsyard following local lobbying, there is now renewed interest from local organisations, both residents' groups and businesses (eg, Jago Action Group, Friends of Arnold Circus, St Hilda's, Rich Mix, and Redchurch Street Traders), from which to draw members.

We understand that legal requirements of the Town & Country Planning Act (1990), 61(f) part 5 set out four conditions required to establish a Neighbourhood Planning Forum. We are confident that these are consistent with our local goals to:
- improve the social, economic and environmental well-being of our neighbourhood (Condition 1)
- recruit active members who live, work or learn in our area and those who represent our area at Council level (Condition 2)
- we are confident of recruiting in excess of 21 members, whose activity is guided by a written constitution (Conditions 3 & 4).

2a. Please provide a name for your proposed Neighbourhood Planning Area

East Shoreditch

2b. Has a clear map of the proposed Neighbourhood Planning Area been attached? Ideally at a 1:1250 scale.

Yes ☒ No ☐

3a. Does the proposed Area overlap with any other Neighbourhood Planning Areas? Please note

Neighbourhood Areas cannot overlap. You may include land from an already designated Area within your application, but the council will then have to decide which of the two Areas to include it within when determining your application

Yes ☒ No ☐

3b. If yes, which Areas?

The area proposed by this application overlaps with the East Shoreditch Neighbourhood Planning Area, which was designated by LB Tower Hamlets (TH) in February 2014 at the same time as TH designated the East Shoreditch Neighbourhood Planning Forum. A year later, in February 2015, LB Hackney (LBH) also designated the ESNPF Area but refused to designate the Forum itself. It became evident that LBH's own Area Action Plan in west Shoreditch would duplicate the work of a neighbourhood forum, thus no progress was made with designating the Forum in Hackney. Since the dialogue with LBH was going nowhere, the only option was to amend the boundary. This application therefore seeks to replace the original ESNPF area with an area that does not include land on the Hackney side of the boundary. All other boundaries are unchanged.

4a. Do you consider the proposed area to be suitable for designation as a Neighbourhood Business Planning Area?

Legislation states that to be designated as a Neighbourhood Business Planning Area, an area must be "wholly or predominately business in nature". Please note the decision to designate a Neighbourhood Business Planning Area, rests entirely with the Council.

Yes ☐ No ☒

4b. If yes, please provide evidence below regarding the business nature of the proposed Area

N/A

5a. Why is the boundary of the Neighbourhood Planning Area considered to be appropriate?

How does the boundary take into account:

- Sections 61G, 61H, 61I and 61O of the Town and Country Planning Act 1990 and Paragraphs 033 and 035 of the National Planning Policy Guidance
- Elements of character, including physical, cultural and perceptual aspects for the Area.
- The diversity of its population
- The Council's existing evidence base, Local Plan policies and site allocations
- Whether it would negatively impact on the delivery of strategic policies

In the early stages of research and consulting on an appropriate boundary for East Shoreditch (previously ESNPF), we were extensively advised by professional planners and urban designers, via DCLG. We are therefore confident that the proposed East Shoreditch plan area (ES plan area) is 'sound', in that it will support sustainable development, and takes account of all relevant legislation and guidance, in particular:
Town and Country Planning Act 1990 (sections 61G, 61H, 61l are not relevant) Section 61O, in relation to DCLG Guidance
National Planning Policy Guidance, paragraphs 033 and 035. Detailed evidence follows.

Area identity & diversity
The area defined for the ES plan area arises out of several natural and connected communities with compatible interests in planning terms, especially in relation to the need for improvements to local public realm and opportunities for community enhancement. Although the ES plan area is small, it is

very diverse in terms of demographics, uses and built form, with a relatively dense residential population, a mix of employment and leisure uses, and a high tourist and visitor population, especially at weekends. The area is well-served, with most amenities (schools, doctors' surgeries, etc) within walking distance; although everyday shopping is identified as poorly provided.

Residents include a significant percentage of Bangladeshi-origin tenants in the social housing areas, while other tenants and owners reflect London's typically diverse population. In recent history the area included a number of artists living and working, however ongoing increases in land/building values have forced many of these activities further east in the Borough.

The physical heart of the area is the heritage context of the Boundary Estate, which is edged by several other residential and mixed-use neighbourhoods. The Boundary is a social housing estate, as is the Newling estate to the east and much of the Chambord Road and Gascoigne neighbourhoods to the north. All of these early and mid 20th century housing areas began as 100% social housing but now have a very mixed tenure, with buildings ranging between 25%-70% private owners/renters.

Each of these estates/neighbourhoods has community-based residents' groups and there are further resident interest groups in the south of the area: Jago Action Group (JAG) and North Brick Lane Residents' Association (NBLRA) and a retail interest group, Redchurch Traders. There are also two significant new developments – Mildmay to the north on Austin Street and Avant Garde to the south on Bethnal Green Road (BG Road). These developments include both social and market housing and more recently formed residents' groups.

The area includes a church (though mostly attended by people from out of the area), a small mosque and a range of community facilities including St Hilda's East Community Centre (charity) and the TAB Centre off Austin Street (faith). The Rich Mix arts centre provides both community and market cultural activities and is a strong hub on BG Road, used by both locals and visitors. New developments along BG Road now include a wide range of restaurants and cafes, extending the character of Brick Lane to the south and Hoxton to the west and north in Hackney.

The area also provides significant pedestrian/cycle 'through routes', connecting three notable London leisure hubs – Brick Lane (markets, retail and night-time economy), Columbia Road (Flower Market and weekend retail) and wider Shoreditch/Hoxton workplaces and night-time economy.

General principles in defining boundary lines

- to include compatible and coherent communities within locally understood physical boundaries within a 5-minute walk from Arnold Circus on the Boundary Estate
- to establish boundaries at major streets or estate edges within a clearly local area, solely within the London Borough of Tower Hamlets
- to include both sides of community streets as far as possible, except where Borough boundaries and natural communities do not support this. This is to retain coherent areas of public realm, essentially within one or an adjacent Forum area
- where whole streets are included, to also include all buildings fronting those streets
- where whole streets provide the boundary edge and are outside the area, to generally exclude buildings that face the boundary street

- to enable larger, bounding streets to be either 'shared' with an adjacent potential neighbourhood or to be clearly defined as in or out of the ES plan area through boundary location
- to provide for and respect potential adjacent neighbourhoods and their natural communities.

Proposed boundary descriptions (see attached plan)

Summary description

An area bounded by Columbia Road to the north; Gosset Street, the Mulberry Academy Shoreditch and Gibraltar Walk to the east; Sclater Street and the backs of properties on short stretches of Brick Lane, Cygnet Street and ES plan to the south; Boundary Street, Ebor Street, part of Austin Street and Hackney Road to the west. All of these last, western edges follow the borough boundary between Tower Hamlets and Hackney and are therefore necessarily in the centre of the boundary streets.

Columbia Road itself is excluded from the proposed ES plan area, as it stretches beyond the natural East Shoreditch neighbourhood and logically belongs more to the communities adjacent to this proposed area, although some intersections (eg, with Virginia Road, Chambord Street and Gosset Street) would be seen as shared interests.

A significant section of BG Road is included (where it meets Sclater Street, Club Row and Chance Street) as a part of the proposed ES plan area, as public realm in this location is seen as intrinsic to the neighbourhood. It is also seen as a street across which connections should be made with the growing communities of the new developments to the south of BG Road and the potential new communities to be developed on the Goodsyard site to the south. The Goodsyard site itself is excluded as it currently has no community to include in the Neighbourhood Plan process, it is a strategic site shared by two boroughs (Tower Hamlets and Hackney), and its final form is currently unknown.

The area includes all of the Boundary Estate; all of what is known as the Newling Estate (around Tomlinson Close); all of the Gascoigne and Chambord Road communities, which are not specifically defined as estates. These estates and areas of local authority housing are all part of the larger Columbia Estates area which is represented by the Columbia Tenants and Residents' Association (CTRA). Approximately half of the CTRA area is within the proposed boundary with the balance of this stretching north of Columbia Road to Hackney Road, an area that has a distinctive character and community. To the south around Redchurch Street, both the JAG and NBLRA areas are included in their entirety, as are the growing new developments to the south of BG Road.

Public open space includes Arnold Circus; Virginia Park (a small park between Virginia Road, Chambord Street and Swanfield Street); an open green space on Rhoda Street; and hard-surfaced recreation space between North Brick Lane and Shacklewell Street; as well as a range of incidental green spaces, which generally are a part of adjacent estates but are open to and frequently used by the public, for instance as pedestrian through routes.

Boundary edges:

North boundary

This starts at the Hackney Road/Columbia Road intersection, runs east along the street boundaries of the buildings on the south side of Columbia Road up to the junction with Virginia Road. Columbia Road itself is not in the proposed ES plan area but the buildings along this section of its southern edge are accessed from and face into the Gascoigne Estate (part of the ES plan area) or Virginia Road, therefore are identified with this location rather than north over Columbia Road.
The boundary then crosses Virginia Road and continues east behind the next two groups of houses/maisonettes as they all address and are entered from Columbia Road, until meeting the intersection with Gosset Street. This also identifies the beginning of the Sunday market area, which is outside this proposed neighbourhood. The public realm at these intersections interacts with the ES plan area and any improvements would be of interest to and should involve the East Shoreditch area; however, on balance we consider that Columbia Road has a particular character that extends beyond our neighbourhood and should be considered by a separate forum (or similar).

East boundary
This starts in the north at the intersection with a small, disjointed piece of the original Virginia Road, where it meets Gosset Street almost at Columbia Road. The boundary runs south along the western edge of Gosset Street until meeting the Mulberry Academy Shoreditch, where it runs down the school's western boundary to Gibraltar Walk, to include all of Gibraltar Walk itself and all the buildings on its western side, and then runs down the boundary with the Turin Estate to meet BG Road. The Turin Estate is fenced 'against' Gibraltar Walk and focuses in on itself to the east, therefore has little interaction with the East Shoreditch area.

South boundary
From the junction between Gibraltar Walk, BG Road and Shacklewell Street, the boundary kinks slightly, south and west, to run along the back boundaries of the properties facing north over BG Road, to ensure that the area includes all of the street itself in this location and buildings that face it from both sides. At the top of Brick Lane the boundary excludes buildings on the south corners, as their primary connection is with Brick Lane, which is included within the Spitalfields Forum area.

The boundary then travels south along the rear boundaries of Brick Lane properties, kinks across Bacon Street to allow existing buildings to relate to the Brick Lane/Spitalfields Forum, then travels south between these and the new development on Cygnet Street (which is included) meeting Sclater Street, then turns west and runs horizontally along the boundary with the Bishopsgate Goodsyard site on both Sclater Street and BG Road, until meeting the junction with Shoreditch High Street. This ensures the inclusion of BG Road continuously through the site up to the borough boundary with Hackney in the west, with buildings on both sides of the street included except where it meets the Goodsyard site and the top of Brick Lane. This is the boundary with the adjacent Spitalfields Forum area.

West Boundary
From the south this starts at the junction with BG Road and Ebor Street and runs northwards, up Ebor Street, along part of Redchurch Street and then up the centre of Boundary Street, Austin Street and part of Hackney Road, circumnavigating two sides of Street Leonard's Churchyard. This section follows the borough boundary between Tower Hamlets and Hackney and while its location contradicts one of our principles – to include both sides of streets as much as possible – the borough boundary exists

and is of strategic importance. The west boundary travels along a short section of Hackney Road to meet the north boundary at its intersection with Columbia Road.

5b.Were alternative boundaries considered?

Yes ☒ No ☐

5c.If yes, please describe these boundaries and why they were considered

As stated at Q3a and Q3b above, this plan area application seeks to replace the previously proposed ESNPF plan area, a larger area that extended west to Shoreditch High Street. As LB Hackney was unwilling to designate the original western boundary, it has been made coterminous with the borough boundary.

In urbanism terms, the natural edge to the west boundary is Shoreditch High Street, the main A10 route north. It represents a 'conceptual boundary' to the local community given the clear change in character, in particular moving away from the fine urban grain and largely residential character of the East Shoreditch area.

Ideally, it would make sense to include the entire length of all the minor east/west streets that traverse the proposed ES plan area and meet Shoreditch High Street to their west in order to integrate their public realm treatment where practical. However, as the buildings in the blocks west of Boundary and Ebor streets are largely workplace uses, both ground and upper floors, and these are also located in the adjacent LB Hackney, it is more difficult to integrate their occupants in the neighbourhood planning process.

Also, LB Hackney is producing an Area Action Plan for this area, which should address aspects of public realm and streetscape quality. It would be helpful if the proposed East Shoreditch Forum could consider any proposals that meet the proposed ES plan area – particularly along the minor connector streets – and potentially extend any positive initiatives further into East Shoreditch, in order to integrate local streets and create a more seamless connection with neighbours to the west.

6a. Have you undertaken consultation on these boundaries?

Yes ☒ No ☐

6b. If yes, please briefly outline the nature of the consultation and the feedback received

Between 2013 and 2019, there has been extensive consultation with all demographic groups. This has included workshops with parents and children (at Virginia School); with women's groups (at St Hilda's); make and do events (preparing consultation materials); business 'talk and chalk' events and a business breakfast; culminating in a 'Make it Happen' community day, which collected questionnaire responses to emerging themes, capable of delivering community wishes in planning terms:
- public realm, including green space

- pedestrian friendly, including traffic reduction and cycle routes
- housing provision
- community well-being
- shopping, leisure & employment.

7a.Does the proposed Area also include an area in boroughs adjacent to Tower Hamlets?

Yes ☐ No ☒

If Yes, which ones:
☐ LB Hackney
☐ LB Newham
☐ London Legacy Development Corporation (LLDC)
☐ City of London Corporation

7b. If yes, have these Planning Authorities been informed?

Yes ☐ No ☐

7c. If yes, please list the date, name of contact and the outcome of any contact below:

N/A

Meeting Log: Please provide dates of your meetings with the Plan Making Team	Meeting between East Shoreditch Forum and Steven Heywood and Ellie Kuper-Thomas (Plan-Making Officers) on Wednesday 20 February to discuss modification of area and redesignation of forum.
Applicant name	East Shoreditch Forum (pending designation)
Date	1 March 2019

Please note: Forums will be required to inform the Council of any change to the original content and intentions detailed in its application form.

Appendix 3: 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)	**Modification of East Shoreditch Neighbourhood Planning Area Application**
Directorate / Service	**Place**
Lead Officer	**Steven Heywood**
Signed Off By (inc date)	**Marissa Ryan-Hernandez (12/03/2017)**
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)	**Proceed with implementation** Based on the QA a Full EA will not be undertaken at this stage. As a result of performing the QA checklist the proposed decision making process for Neighbourhood Planning Area applications does not appear to have any adverse effects on people who share Protected Characteristics and no further actions are recommended at this stage. Due regard for the nine protected groups will be embedded in the preparation and production of any resultant Neighbourhood Development Plan (NDP) or Neighbourhood Development Order (NDO).

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?	Y	
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?	Y	At this stage, the impacts of the proposals will not be felt upon persons with protected characteristics. At the stage when a Neighbourhood Development Plan or Order is being prepared, officers will work with the Neighbourhood Planning Forum and Equalities team to make sure that actions will be undertaken to mitigate the likely adverse impacts on people who share Protected Characteristics. Officers can share information on the latest Council's Borough Profile to provide an overview of the equality groups to the Forum. Any Neighbourhood Development Plan or Order will need to be in general conformity with the Council's Development Plan.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	n/a	The degree to which there are impacts from approving the proposal for a Neighbourhood Planning Area are not known. There is no reliable qualitative and quantitative data to support claims made about impacts.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	n/a	Neighbourhood Planning is a relatively new planning policy tool. In future, evidence may be developed nationally.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	In accordance with Neighbourhood Planning Regulations, public consultation and the Council's reporting cycle allow for input into the recommendations for determining applications being taken forward.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Formal public consultation will be carried out for six weeks. This is the statutory period of public consultation.

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?	No	There is no evidence of impacts. At the stage when a Neighbourhood Development Plan or order is being prepared, links may be established.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	No	There is no evidence of impacts. At the stage when a Neighbourhood Development Plan or order is being prepared, an understanding will be development and assessed for unequal impacts.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	n/a	
b	Have alternative options been explored	n/a	It is our statutory duty to support forum and area applications where they are meet legislative requirements. We are required by the Localism Act (2011) to designate an appropriate area where an application is submitted.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	At the stage when a Neighbourhood Development Plan or Order is being prepared, officers will work with the Neighbourhood Planning Forum and Equalities team to make sure that actions will be undertaken to mitigate the likely adverse impacts on people who share Protected Characteristics. At the stage of submitting the Neighbourhood Development Plan or Order, the Council will consider the impact on the plan or order on the protected characteristics.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	At the stage when a Neighbourhood Development Plan or Order is being prepared, officers will work with the Neighbourhood Planning Forum and Equalities team to make sure that actions will be undertaken to mitigate the likely adverse impacts on people who share Protected Characteristics. At the stage of submitting the Neighbourhood Development Plan or Order, the Council will consider the impact on the plan or order on the protected characteristics.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient	N/A	There is no executive summary

	information on the key findings arising from the assessment?		

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the QA checklist, it is evident that due regard is not evidenced in the proposal and / or a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share *Protected Characteristics.* It is recommended that the proposal be suspended until further work or analysis is performed – via a the Full Equality Analysis template	**Suspend – Further Work Required**	**Red**
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 *Protected Characteristics* and no further actions are recommended at this stage.	**Proceed with implementation**	**Green:**

Modification of East Shoreditch Neighbourhood Planning Area Consultation Statement
April 2019

Introduction

1. On 7 March 2019, the East Shoreditch Neighbourhood Forum applied to the Council for the modification of the East Shoreditch Neighbourhood Planning Area. The application was assessed to be in keeping with the relevant regulations, and in accordance with Regulation 9 of the Neighbourhood Planning (General) Regulations 2012 a six week public consultation period was held between 14 March 2019 and 24 April 2019.

2. This document provides a summary at the level of representation of matters raised during the consultation period. The report takes account of relevant planning matters in representations submitted to the London Borough of Tower Hamlets. This paper has been prepared for public information and to inform the Council's decision making process – it is not intended to address any of the issues raised during the consultation period.

Consultation activities undertaken by the Council

3. Consultation activities undertaken by the Council were carried out in accordance with the Neighbourhood Planning Regulations and the principles expressed in the Council's Statement of Community Involvement. The activities undertaken were as follows:

    - The East Shoreditch Neighbourhood Planning Area application form and map were placed on the Council's website
    - The same information was made available in paper copy at the Town Hall and at Bethnal Green Library and Idea Store Whitechapel
    - The same information was sent directly to the elected councillors for the Weavers ward
    - An email announcing the consultation and explaining where the relevant information could be found was sent to everyone on the Plan Making Team's consultation database
    - A public notice was published in the Docklands & East London Advertiser

4. All consultation material made clear that although it was expected that representations would primarily be received from residents, businesspeople, and organisations based within the proposed East Shoreditch Neighbourhood Planning Area, representations from those outside of this area would also be welcome.

Approach to categorising representations made

5. During the public consultation period, the public are able to make representations on the contents of the area application submitted to the

Council. Typically, representations are made by local residents, local councillors, landowners, businesses, interests groups, statutory consultees and neighbouring local authorities. Representations were not made by all parties directly consulted.

6. This document presents representations in no particular order. Representation figures calculate submitted responses and as such do not limit representations to one per household or one per business. The following categories have been used to categorise representations:

Support	Have stated explicit support, or support has been inferred from the contents of the representation
Object	Have stated explicit objection, or objection has been inferred from the contents of the representation
Neutral	Have offered comments but not determined if they object or support the application
Petition	A written objection signed by multiple signatories
No comment	Where no comment has been made and no position on the matter can be inferred
Concerned	Do not state they object but highlight areas of concern

7. The following summaries have been derived from an analysis of the consultation responses. Please note, representations did not always specify support or objection to the area and Forum. The summary of responses paraphrases comments made by representors and, to avoid repetition, makes reference to the same matter once only.

8. When analysing the representations, regard is given to legislative requirements related to the Forum and Area proposals.

Summary of representations

Number of representations received

Support	Objection	Neutral	No comment	Petition	Concerned	Total
2	0	3	5	0	0	10

9. A total of 10 responses were received to the consultation.

10. The following organisations responded to state that they had no comment to make on the application: The Canal and River Trust, Environment Agency, National Grid, Natural England, and the Port of London Authority.

11. There were 2 responses received that supported the application – these were from a resident of the borough and Cllr John Pierce.

12. A response from the Spitalfields Neighbourhood Forum, whose neighbourhood planning area is adjacent to the East Shoreditch Neighbourhood Planning Area, stated that there was no objection to the proposal, and was classed as ‘neutral’.

13. A neutral response from Historic England stated that they have no specific concerns about the proposed boundaries, but notes that the area contains “significant designated heritage assets and a number of designated heritage assets at risk”, and they will therefore expect to comment further as a neighbourhood plan is developed in the area.

14. A response from the London Borough of Hackney was also classified as neutral. This response set out the context of the application, explaining why the current East Shoreditch Neighbourhood Planning Area is so truncated in Hackney and why the Forum has not been recognised in Hackney. Detail on this issue has also been provided in the Tower Hamlets Cabinet report for this modification.

15. The response states that “Hackney did not want to see a Neighbourhood Plan come forward which dissects Shoreditch High Street down the middle”, and therefore reduced the proposed neighbourhood area down to a small area around St. Leonard’s Church, on the basis that “these areas were considered to read as part of the Boundary Estate which is mainly residential in character”. Following this truncation of the neighbourhood area, “the group were advised that the Forum application would need to be resubmitted based on the designated Neighbourhood Area […] No such application has come forward and the Council proposes to take no further action in relation to the area designated within the Hackney boundary”. The response then states that Hackney will soon be consulting on an Area Action Plan for Shoreditch that includes all of the current neighbourhood planning area within the Hackney border, and all of the area originally applied for.

16. Officers asked Hackney for further comment, to make clear whether or not they supported the proposed modification, but no further response was received. The response from Hackney has therefore been classified as neutral.

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Cabinet 22 May 2019	
Report of: Ann Sutcliffe, Corporate Director of Place	**Classification:** Unrestricted
Chrisp Street Regeneration Scheme – Land Transfer Matters	

Lead Member	Councillor Rachel Blake, Deputy Mayor and Cabinet Member for Regeneration and Air Quality
Originating Officer(s)	Mark Baigent – Divisional Director for Strategy Regeneration & Sustainability Niall McGowan – Housing Regeneration Manager Aaron Cahill –Project Manager Monju Ali – Housing Regeneration Project Officer
Wards affected	Lansbury
Key Decision?	No
Forward Plan Notice Published	24 April 2019
Community Plan Theme	A borough that our residents are proud of and love to live in

1 EXECUTIVE SUMMARY

Introduction

1.1 On 26 September 2018 Cabinet agreed a number of recommendations to bring forward the regeneration of Chrisp Street Market site in Lansbury Ward. The report recommended the making of a Compulsory Purchase Order (CPO); the addressing of a range of land assembly issues; and addressing of future street market management issues.

1.2 The Council's Strategic Development Committee resolved to grant planning approval for the scheme on 24 July 2018. Following the Mayor of London's direction on 11 February 2019 to Tower Hamlets to determine the decision itself, the Council's Planning Department issued its Decision Notice letter dated 25 March 2019.

1.3 This Cabinet Report updates the Mayor on actions set out in this report to allow the scheme to start on site in 2019 as outlined in the 26 September 2018 Cabinet report.

1.4 This report seeks to bring forward the use of section 203 powers to expedite the scheme. This is considered a change of approach set out by officers in the 26 September 2018 Cabinet Report, requiring noting of the engagement of the powers from the Mayor in Cabinet.

2. RECOMMENDATIONS

In relation to the regeneration of Chrisp Street, the Mayor in Cabinet is recommended to:

2.1 Authorise the Corporate Director Place to trigger the Borough's powers under s203 of the Housing and Planning Act 2016 in relation to the Chrisp Street site, as part of the ongoing Chrisp Street Regeneration Scheme prior to the confirmation of a full Compulsory Purchase Order.

2.2 Authorise the Corporate Director, Place in consultation with the Corporate Director Governance to enter into any ancillary agreements necessary to give effect to this decision

2.3 Authorise the Corporate Director Place to allocate compensation if necessary resulting from the use of the Borough's powers under s.203 subject to the agreement to pay such compensation by the developer.

2.4 Authorise the Corporate Director Place to enter into any documentation required to transfer and effect the transfer of any land interests as referred to at 3.19 -3.20 below.

2.5 Authorise the Corporate Director Place to make any other decisions ancillary to and required to facilitate recommendations 2.1 to 2.4

3. REASONS FOR RECOMMENDATIONS

3.1 Since the Cabinet report was agreed, the development partnership – Chrisp Street Developments Ltd (owned by Telford Homes PLC) ("CSDL") and Poplar HARCA ("HARCA") - have continued their negotiations with residential and commercial stakeholders who have a land interest on the site. Acquisition or agreements in relation to property interests and variations to commercial leases necessary to progress Phase 1 of the development are nearly complete and Assured Tenants of Poplar HARCA of that phase have been decanted.

3.2 As part of the pre-CPO engagement process, the Council has been meeting with affected stakeholders (including residential leaseholders, tenants, shopkeepers and kiosk licensees) and CSDL/HARCA from November 2018 up to the present to discuss concerns people have; reviewing engagement and negotiations by the developer to date; explaining the CPO process and its implications in more detail; and seeking to ameliorate and remedy concerns where possible; and setting out a proposed course of action, for example, a Poplar HARCA tenant in Phase 2 wishing to be rehoused in newly built

affordable housing in Phase 1 (i.e., exercising their right to remain). These meetings have been followed up with a letter summarising what was discussed which may need to be referred to if a CPO Inquiry is required.

3.3 In tandem, the developer has been preparing to begin Phase 1 (of 2) of the development of the site in September 2019 (as set out in Table 6 of the 26 September 2018 Cabinet Report). The early elements of the development work will begin in the northern section of the site requiring demolition work and new housing and retail development in its place. To ensure that the development can begin in accordance with the programme CSDL/HARCA have requested that the Council acquires their land interests and disposes of them back to CSDL so that section 203 of the Housing and Planning Act 2016 is engaged during the carrying out of Phase 1 of the development.

3.4 It is important to note that the proposed transfer of land only relates to freehold interests owned by CSDL/HARCA. Any residential or commercial leases that need to be acquired or varied by negotiation will be subject to the CPO process if such negotiations fail.

The Council's Statutory Powers

3.5 Paragraphs 3.1 to 3.13 of the 26 September 2018 Cabinet Report set out the Council's powers of compulsory acquisition and summarised the relevant Government Guidance in this regard.

3.6 The report explained that section 226(1) of the Town and Country Planning Act 1990 (as amended, the "TCPA") enables the Council (if authorised by the Secretary of State) to acquire land in its area compulsorily:

a) if it thinks that the acquisition will facilitate the carrying out of development or redevelopment or improvement on or in relation to the land; or

b) if it is required for a purpose which it is necessary to achieve in the interests of the proper planning of the area in which the land is situated.

3.7 The report also explained that section 226(1A) TCPA requires that an order to acquire land compulsorily under limb (a) above must not be made unless the Council also thinks that the development, redevelopment or improvements is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the area.

3.8 Section 12 of the 26 September 2018 Cabinet report explained the Council's powers under section 203 of the Housing and Planning Act 2016 ("HPA"). Paragraph 12.4 noted that "the fact that the Order Land is proposed to be vested in or acquired by the Council (whether through private treaty or CPO) prior to its transfer to CSDL is important because it will trigger the operation of section 203 of the Housing and Planning Act 2016, the effect of which is to permit the carrying out of building or maintenance work even if it involves (a) interfering with a relevant right or interest, or (b) breaching a restriction as to the user of land arising by virtue of a contract". Paragraph 12.5 noted that

such interference with third party rights can give rise to a potential claim for compensation.

3.9 Much of the remainder of the September Cabinet report explained the proposed regeneration scheme, its economic, social and environmental benefits in order to justify the proposed recommendation to make secure confirmation of and subsequently implement a CPO. Cabinet Members resolved in favour of the proposed recommendations.

3.10 The following paragraphs of this report supplement the September 2018 report by making clear the basis on which the Council will acquire CSDL and Poplar Harca interests in the Order Land:

- Section 227 TCPA provides that the Council may acquire by agreement any land which it requires for any purpose for which it may be authorised to acquire land compulsorily under section 226 TCPA.

- Section 246 TCPA states that any reference to acquisition of land for "planning purposes" is a reference to its acquisition under section 226 or 227 TCPA.

3.11 In this case and as summarised above, the application of section 226 and section 226(1A) TCPA to the entirety of the Order Land (including CSDL and Poplar Harca interests) was set out fully in the September 2018 report and is therefore not repeated here. The tests would continue to be met in the event that the Council acquires CSDL's and Poplar HARCA's interests by agreement pursuant to section 227 TCPA.

3.12 Section 233 TCPA contains obligations for the disposal of land held for planning purposes by the Council. In this case the Council will be relying on section 233(1)(a), which permits the disposal of land in such manner and subject to such conditions as appears expedient to the Council in order to secure the best use of that or other land and any buildings or works which have been, or are to be, erected, constructed or carried out on it (whether by itself or another person). Applied to the facts, having acquired CSDL's and Poplar HARCA's interests in the Order Land, the Council would dispose of it to CSDL in order to facilitate the delivery of the Chrisp Street Regeneration scheme pursuant to planning permission 16/01612/FULL, which officers consider is the best use of the land and site as a whole.

3.13 Section 203 HPA provides that a person may carry out building or maintenance works even if it involves (a) interfering with a relevant right of interest, or (b) breaching a restriction as to the user of land arising by virtue of a contract. Four tests must be met for section 203 to apply, namely:

1. there is planning permission for the works;
2. the works are carried out on land vested in or acquired by the authority or on land which has been appropriated for planning purposes;

3. the authority could acquire the land compulsorily for the purposes of the proposed works; and
4. the works are for purposes related to the purpose for which the land was vested, acquired or appropriated.

3.14 The above tests will be met in respect of the CSDL and Poplar HARCA interests in the Order Land when the Chrisp Street Regeneration scheme is carried out because:

1. the Order Land now benefits from Planning Permission 16/01612/FULL for the Chrisp Street Regeneration scheme;
2. the Council will have acquired CSDL and Poplar Harca interests for planning purposes pursuant to section 227 TCPA;
3. the Council could have acquired those interests compulsorily for the purposes of the proposed works because it will be making, and anticipates that the Secretary of State will confirm, The London Borough of Tower Hamlets (Chrisp Street) Compulsory Purchase Order 2019;
4. the works that CSDL will be carrying out will be facilitating the Chrisp Street Regeneration scheme.

3.15 In addition, section 204 HPA enables a person whose rights are infringed to claim compensation. This issue was addressed in the September 2018 Cabinet Report as well as the Indemnity Agreement subsequently entered into by the Council.

Third-Party Property Rights

3.16 The Chrisp Street Regeneration Scheme through being a mixed use development of housing; shops; street market; Idea Store; and other facilities makes it, in urban planning terms, a scheme that optimises the land on which it is on. The added challenge is that there are a number of business and residential uses that already exist in the market area, the majority of which will continue throughout the life of the project. These issues combined mean that various rights that existing owners of property interests have such as rights of way; rights of access to their business and homes; easements; rights of light are likely to be impacted. Whilst such rights will be altered and no longer injunctable, they will not be lost. The overall aim is to maintain access to ensure that businesses are able to operate in a viable trading environment and for residents to have continued access to their homes. These are largely property issues which can have an impact on resale value and also Human Rights Act implications.

3.17 Officers acknowledged these potential impacts in Section 12 of the 26 September 2018 Cabinet Report. Such rights would ordinarily be ‘cleansed’ from the title through the power available under the s203 of the Housing and Planning Act 2016 as a consequence of the site being transferred to the

Council and then transferred back to the developer for development. The implication of the Cabinet Report was that such a power would only be used once the CPO was confirmed (i.e., successful) by the Secretary of State.

3.18 The developer has requested that the Council acquires for planning purposes the CSDL/HARCA owned land prior to confirmation of the CPO so that the Council's s203 powers are engaged at the beginning of the scheme. The Council would use its s203 powers to remove the risk of a legal challenge that could delay the scheme programme. The developer is entitled to make this request under the Indemnity Agreement (Clause 7.2) which it has entered into with the Council. The Council is only required to make suitable arrangements for such interest to be acquired for planning purposes and any associated costs shall be CPO costs. A procedure to assess compensation claims will be agreed between the Council and CSDL/HARCA.

3.19 The proposed action is in effect bringing forward the land transfer process earlier than originally envisaged which can be requested by the developer under the Indemnity Agreement which will in turn enable the scheme to commence in 2019 in order to achieve the programme set out in Table 6 of the 26 September 2018 Cabinet Report.

3.20 Therefore taking this course of action may be considered beyond the specific authorisations detailed in the 26 September 2018 Cabinet Report, but within the broad authority to expedite the project as set out in 1.2 (b) of the 26 September Cabinet Report which grants the Mayor authority (or by delegation to the appropriate officer(s)) to approve decisions relating to dealings with the Council's land and property interests, including disposal of interests to CSDL and acquisition of others, in order to help facilitate the delivery of the scheme.

3.21 It is important to note the effect of s203 powers in 'title cleansing' would in effect over-ride rather than extinguish the rights identified and convert any such right into a claim for compensation. This will also prevent the ability of parties with a property ownership interest on the site to seek an injunction to halt or delay the progress of the scheme. The entitlement to compensation will be related to loss of property value where it can be evidenced. The use of s203 power must meet the legislative criteria set out in paragraphs 3.13 and 3.14 above.

3.22 The early impacts of the scheme beginning onsite in 2019 will be on the retail and residential units in the Festival of Britain properties in the northern section of the site. Currently a small number of retailers that have not agreed to lease variations have access rights through their leases with Poplar HARCA that allow the use of vehicles to deliver goods to the immediate rear of their premises. Under the scheme approved by the Council's Strategic Development Committee, there will be a loading bay at a short distance from where their businesses are located which will require such goods to be placed on a trolley and wheeled to the rear of their units. Changes to loading arrangements will be implemented by CSDL/HARCA from September 2019 (at the earliest), as large sections of the current vehicular access areas are scheduled to be built on. It should be noted that the majority of retail

businesses have agreed to variations to their leases to reflect this change, but not all have done so. It is important to note that access for deliveries will be available at business hours, but there will need to be good working relationships between the developer and retailers and residents to ensure this works effectively.

3.23 For the duration of Phase 1 lasting up to 2023, interim arrangements will need to be put in place that will allow businesses to continue receiving deliveries. Management Plans will need to be put in place to ensure retailers are able to sustain their business activities throughout the duration of the project. It is expected that some retailers will receive deliveries to the front of their premises. Such arrangements will need to be worked out on a business by business basis.

3.24 For residents in the Festival of Britain homes, interim arrangements will need to be put in place as the stairwells that currently exist will need to be demolished with replacement stairwells and new lifts at no capital cost to them. This is considered to be a more straightforward arrangement but will also require a Management Plan. Over the long term, officers expect commercial and residential property values to increase as a result of the scheme improvements.

3.25 The proposed development is likely to have some negative impacts on rights of light to neighbouring homes and other premises, acknowledged in Section 12 of the 26 September 2018 Cabinet Report. A study has been commissioned to assess the impacts which will be reviewed and independently assessed by the Council.

3.26 All stakeholders on the Chrisp Street site were written to on 29 April 2019 updating them of scheme progress and also informing them of the proposed land transfer process. Stakeholders with a property ownership interest who are likely to be impacted by the proposed approach in the short term – principally business owners in the Festival of Britain shop units; resident and non-resident owners in the Festival of Britain residential units; stakeholders with a property ownership interest outside the Chrisp Street site who are negatively impacted on rights of light grounds – are planned to be written to during May 2019 explaining how the proposed approach will affect them and what approach to mitigating actions (and compensation where applicable) would be adopted.

3.27 A CPO Inquiry (if directed by Secretary of State) is not expected to be held until 2020 at the earliest. However voluntary acquisition for planning purposes of CSDL/HARCA land interests by the Council would ensure the engagement of s203 of the Housing and Planning Act 2016 during the carrying out of Phase 1 thereby paving the way for the progress of the scheme which is a strategic regeneration priority for the Council

Cabinet Report Authority

3.28 The Cabinet Report of 26 September 2018 makes reference to use of s203 powers (in Section 12 of the report) but does not make reference to when it would be used. The Council is proposing to use it earlier in order to allow the scheme to proceed.

3.29 There may be a view by external parties that the Council – specifically the Mayor - is acting outside the approvals it/he obtained at the 26 September 2018 meeting by using s203 without a further notification, meaning the Council could be exposed to the risk of legal action. This could occur after the developer has started onsite, hence their reasons for wishing to undertake the land transfer process proposed for early Summer 2019. Using s203 does not obviate the need for the CPO as there may be land interests that need to be acquired in both Phases 1 and 2.

3.30 It should be noted that the Indemnity Agreement (which underwrites the Council's costsassociated with land assembly and the CPO process and the CPO) between the Council and the developer does require the Council to undertake the transfer at the developer's request once the developer has entered into an agreement to transfer the land. This transfer only relates to the developer's freehold interests. Outstanding leasehold interests that need to be acquired or lease varied to progress the scheme will continue to be negotiated on a voluntary basis. A supplemental indemnity is required (and will be sought from the developers), to cover the use of S.203 compensation and the council's costs of defending any legal challenge arising from its use.

4. HUMAN RIGHTS AND EQUALITIES IMPLICATIONS (As per the 26 September 2018 Cabinet Report)

4.1 Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that is incompatible with the European Convention on Human Rights. Various convention rights are likely to be relevant to the Order, including:

- ***Entitlement to a fair and public hearing in the determination of a person's civil and political rights*** *(Convention Article 6). This includes property rights and can include opportunities to be heard in the consultation process.*

- ***Peaceful enjoyment of possessions*** *(First Protocol Article 1). This right includes the right to peaceful enjoyment of property and is subject to the State's right to enforce such laws as it deems necessary to control the use of property in accordance with the general interest.*

- ***Right to respect for, private and family life****, in respect of which the likely health impacts of the proposals will need to be taken into account in evaluating the scheme (Convention Article 8).*

4.2 The European Court has recognised that "regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole". Both public and private interests are to be taken into account in the exercise of the Council's powers and duties. Any interference with a Convention right must be necessary and proportionate.

4.3 The Council is therefore required to consider whether its actions would infringe the human rights of anyone affected by the making of the CPO. The Council must carefully consider the balance to be struck between individual rights and the wider public interest. In the present case the CPO would amount to an interference with the property rights of those individuals whose property or interests are to be acquired compulsorily. It is considered that any interference with the Convention rights caused by the CPO will be justified in order to secure the social, physical and environmental regeneration that the project will bring. There is a right for those individuals to object and have their objection heard at a public inquiry and, additionally, appropriate compensation will be available to those entitled to claim it under the relevant provisions of the CPO Compensation Code.

4.4 Before making a CPO, the Council must also 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 do not. An Equalities Impact Assessment (EIA) has been carried out to assess the impact of the CPO and the Scheme on individuals or communities.

4.5 This EIA has been completed by an independent consultant using the LBTH EIA guidance and format and has included a comprehensive desktop review of equalities policy and legislation, regeneration priorities and other core Council documents. Central was a review of the scheme proposals, the planning application, the proposed CPO, offers for tenants and leaseholders and the CSDL retail strategy. For the purposes of this report, the EIA is described as an EqIA, to distinguish it from an Environmental Impact Assessment.

4.6 In addition, to support the evidence base to assess the likely positive and negative impacts, there has been a review of equalities data, in part held by the developer and HARCA and supported by a primary research programme, which was completed between May and June 2017. Specifically this research addresses the equalities profile of tenants, leaseholders, businesses and other property interests. This data has been analysed and sets out the core basis of the profile of key equality groups and protected characteristics being assessed through this EqIA.

4.7 A central component of the EqIA is the need to distinguish between regeneration impacts per se and specific impacts on particular protected characteristics. The EqIA highlights specific Equalities Impacts and reviews these against the 9 protected characteristics of the Equality Act 2010. It also

addresses issues of language, health and wellbeing and socio economic inequality.

4.8 The EIA report highlighted 'positive' and 'negative' equality impacts and set out a series of recommendations to mitigate negative impacts. The impacts are summarized below. The full report can be found at Appendix 7 and includes an action plan which identifies mitigation activities to address the identified impacts, which can be carried out.

Addendum (May 2019)

4.9 It should be noted that whilst this report is concerned with the Council using s203 powers rather than CPO powers referenced in the 26 September 2018 report, the intent is the same, namely to progress the regeneration of Chrisp Street and deliver the economic, social and environmental benefits detailed in that report.

Equalities Impact Assessment (EqIA) highlighted positive impacts

4.10 The design of the regeneration programme has sought to deliver a range of positive impacts. A summary of these positive impacts, specifically in terms of equality, is set out below.

4.11 **Housing**

- Housing needs that respond to a wide range of protected characteristics will be positively enhanced through the development of these new units providing opportunities for housing.
- There will be more homes designed to lifetime homes standards and with disability access.
- Improving the housing stock will provide more homes for more people, to higher standards and hence improve the quality of accommodation for residents currently on the estate.
- Fabric First approach will use sustainable forms of energy such as centralized heating and hot water and photovoltaics to generate electricity. This should mean lower running costs.
- Application of Considerate Contractor requirements to minimise negative impact during construction period
- There will be an expansion of housing offer (additional units) for those on the waiting list, many of whom come from protected characteristics.
- The needs of older people and those with disabilities will be enhanced by the development of properties built to lifetime homes standards.
- Families will have units that are in much better condition than they are currently.
- There will be more two and three bed units which will address local and community housing needs

4.12 **Business**

- CSDL/ HARCA have confirmed that all retailers who had a right to renew their lease will be offered the option to stay within the scheme if they so wish.
- Alternatively, if any retailer wishes not to remain and surrender their lease to CSDL/HARCA, they will compensate them accordingly in line with the CPO compensation code.
- Retailers who are not being relocated will be provided with new shop fronts and unit improvements in line with the proposals submitted for planning.
- New signage and improved security arrangements will also be provided.
- CSDL/HARCA will meet the reasonable costs associated with either the granting of a new lease, an agreement to lease or the amendment to their current lease.
- CSDL will also pay reasonable professional costs (surveyor) if required up to an initial 10 hours, reviewable depending upon the complexity of the matter, plus reasonable legal costs associated with the transaction.
- For retailers who are required to relocate to another unit within the scheme CSDL/HARCA will offer the following in addition to that described above:

    - Retailers will be offered a unit of the same floor area or slightly smaller as they currently occupy unless a different size unit is more appropriate to their business performance and aspirations.
    - CSDL/HARCA will pay for the shop fit of the unit to, at minimum equivalent standards of their existing unit, and ensure all units meet current regulatory requirements.
    - CSDL/HARCA will also pay reasonable relocation costs associated with the move.

- CSDL will specify a mechanism to agree reasonable fees between the parties if agreement cannot be reached by referral to an independent surveyor / shopfitter. This store fit out is in addition to the new shop fronts and signage detailed above. CSDL / HARCA also will give personal rent concessions to independent retailers. This concession will last up to 5 years and be subject to them meeting reasonable criteria as detailed in the Retail Management Strategy Addendum.

4.13 **Community / District Centre Users**

- New facilities
- Night-time economy
- Cinema
- Improved public amenity space
- Sustainable injection the longevity of the district centre
- New Children's Centre being built adjacent to site
- Additional community space
- Increase in parking provision for disabled people from 3 parking spaces

- currently to 10 in the new development a growth of 330%
- Design of new community facilities to address the access needs of disabled shoppers and those people with mobility scooters, prams, buggies and physical access needs
- Whilst there are no tenants to be rehoused in phase one of the scheme, those tenants in phase two will have the ability to move into completed phase one homes and as a result they would have the choice to remain in the locality should their children need to attend local schools, thus mitigating any possible educational disruption.

4.14 **EqIA Highlighted negative impacts**

4.15 A summary of the potential negative impacts is set out below.

4.16 **Generic Regeneration Impacts:**

- The CPO process does have a direct impact on leaseholders and other land holding interests as their homes/businesses will be compulsorily purchased if it has not been possible to agree a voluntary settlement. This is universal to all leaseholders and is not in itself an equality impact.
- What residential leaseholders and businesses choose to do next will be their decision, as they have the options of taking their sale value and buying elsewhere (if possible), porting their mortgage and rebuying in the new estate, or entering a shared ownership or shared equity as per the relocation offer.
- The CPO process may have a disproportionately negative impact on non-resident leaseholders who have no option to stay, however resident leaseholders have options under the relocation offer.
- For some, the relocation offer of porting mortgages and entering shared ownerships may cause financial burdens, particularly for people with low earning capability and/or ineligible to take on a mortgage.
- There will be less 4 plus bedroom units on site i.e. 30 down to 13. Although this is made up by significantly more 2 and 3 bedroom units.

4.17 **Equality specific negative impacts:**

- Some burden may arise from households where their married status has changed since the property has been purchased and this may cause legal costs to clarify ownership and to agree the way forward for that household.
- The CPO process may have disproportionate impacts for leaseholders who are either older people and single parent families as their capacity to meet the increased values will impact against them. Similarly, this will have impacts on all leaseholders who find difficulty in meeting any possible increased cost of home ownership on the estate.
- Potential negative health impacts of the construction process including noise, dust, construction debris and environmental impacts, often negatively impacting more disproportionately on people with poor health and disability

- Households with children and older people may find the regeneration process and construction harder to live with.
- Language is potentially an issue for residents (leaseholders and tenants alike), businesses and market traders and in some cases residents who did not speak English as their first language may have felt that their understanding of the impact of the regeneration scheme had suffered because of this.
- Much of the interaction with residents will be through Poplar HARCA development team staff and those negotiating with leaseholders. In these cases, there is a real concern that the borough's equalities commitments are maintained in the negotiations process (training of staff to recognise equalities issues of those in negotiation).
- The decant process must address the equality needs of residents. These are most likely to be affecting those who are older, disabled or who have health conditions.
- The rehousing of the social tenanted properties should seek to retain the local feel for Chrisp Street particularly the BAME profile to reflect the local community and to sustain community cohesion.
- Wellbeing is a critical factor, as is the support network previously available pre-regeneration.
- Sense of community particularly those of immediate neighbours will have negative impacts on residents reliant on a local/neighbour care network, this is most likely to impact on older people, disabled and those with health conditions.

4.18 **Recommended Mitigation activity**

4.19 Below are the headline mitigation activities that are recommended to address the impacts highlighted above, which will be incorporated into a Mitigation Plan, which will form part of the Risk Management Plan referred to in Section 22.11 of the 26 September 2018 Cabinet Report. More detailed activities are set out in the action plan set out in the Full EIA.

- Generic Mitigation Activity
- Ethnic Mitigation
- Disability Mitigation
- Age Mitigation
- Socio-Economic Mitigation
- Language Mitigation
- Health Mitigation

4.20 **Addendum (May 2019)**

4.21 As referenced in this report, management plans will need to be put in place to ensure that disturbance to local stakeholders to ensure people who live, work and shop in the area is minimized. Such negative impacts are referenced in 15.16 above. As with Tower Hamlets as a whole, the Chrisp Street area and Lansbury Ward in which is located is populated by a diverse community and

any management plans will need to take account of that diversity, ensuring all members of the community are able to go about their livelihoods with any disturbance caused by the scheme mitigated where possible.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

5.1 On 26th September 2018, the Mayor in Cabinet agreed the recommendations in a report to facilitate the delivery of a regeneration project at Chrisp Street Market. The report contained detailed finance comments and implications of the overall project in section 17.

5.2 This further report provides an update on the Chrisp Street Developments Ltd (CSDL) / Poplar HARCA partnership's progress on the acquisition of land and properties on the Chrisp Street element of the Lansbury (South) Estate following the approval of the Mayor for CPO proceedings to be initiated should efforts to acquire all of the appropriate property interests by agreement fail.

5.3 On completion of the CPO process, any properties that are not acquired via negotiation will ultimately be vested in the Council, although all costs will have been financed by Poplar HARCA/CSDL. At that stage it will be necessary to formally agree to transfer the interests of these properties to Poplar HARCA or CSDL at nil consideration in accordance with the terms of the Indemnity Agreement that is in place (see paragraph 5.4). In order to reduce any further delays in the regeneration programme, approval is sought to use powers under Section 203 of the Housing and Planning Act 2016, to override easements and enable developments to commence, with the right to compensation available to an affected landowner.

5.4 A CPO Indemnity Agreement was entered into between the Council and Poplar HARCA/CSDL in November 2018, meaning that there are no specific financial implications for the Authority arising from the CPO process because the costs of the purchases and associated compensation packages will be borne by Poplar HARCA/CSDL. The cost of all Council officer time involved in the CPO process is also being recharged to the organisations. It is important that the new proposals in this report are also fully covered by indemnity arrangements, including the costs of any legal challenges that may arise as a result of applying the Section 203 powers. In order to mitigate this risk, a supplementary indemnity agreement between the Council and the developer will be sought (see paragraph 3.30).

6. LEGAL COMMENTS

6.1 The s203 power is contained within the Housing and Planning Act 2016. It is a new power intended to replace the older s237 County Planning Act power to "cleanse" property title, i.e. to remove existing rights and interests that could be an impediment to redevelopment and replace them with a right to compensation.

6.2 The new power is relatively untested and no caselaw or guidance relating to its use currently exists. However the Council has sought the advice of Counsel on this topic. One key difference between the old s237 power and the new s203 one is that the s203 process can be invoked whenever the criteria are met, rather than directly after a Compulsory Purchase Order is made. Therefore the power can be used in advance of the CPO, so long as the grounds for a subsequent compulsory purchase order are made out.

6.3 As the s203 power is intended to be part of a Compulsory Purchase process, invoking the power does potentially bind the Council to use those powers at a later date (or potentially face challenge on the grounds that use of the s203 powers was inappropriate).

6.4 As stated above s203 is an untested and new power and therefore there is a risk that during the period May -July such a case may be filed, in relation to ourselves or another local authority. That case could establish a contrary precedent; however, it is not possible to give a direct indicator of the level of risk. Council Officers in association with LBTH legal must seek a supplemental indemnity agreement with the developer specifically relating to s203 powers and any such risks.

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1 The Council has a range of statutory duties to facilitate development in the borough and provide affordable homes for local residents. Regeneration and development is a key factor to ensuring economic prosperity for the individual and for the community. The Council has to plan for the overall social infrastructure to meet the needs of the rising local population.

8. BEST VALUE (BV) IMPLICATIONS (As per the 26 September 2018 Cabinet Report)

8.1 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The proposed regeneration scheme will be funded largely by private investment from the developers. In addition there will be £9.196m GLA funding to fund the delivery of 136 social rent/GLA Affordable Rent and 37 shared ownership homes. A bid submission is due from HARCA to fund the development of 27 Tower Hamlets Living Rent homes. Subject to a successful bid submission, the secured Right to Buy funds will deliver value for money in terms of the Council's investment, as this will contribute to the delivery of 27 additional

affordable units as part of the scheme. The scheme will also attract New Homes Bonus and additional Council Tax and Business Rates for the Council.

8.2 The Council has considered and is satisfied that its duty to secure best value under section 3 of the Local Government Act 1999 in respect of the land transfer and property related issues set out in Section 11 above will be met by the satisfaction of the obligations upon HARCA/CSDL that will be secured through the parties entering into the CPO Indemnity Agreement.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (As per the 26 September 2018 Cabinet Report)

9.1 The housing stock transferred from the Council to HARCA was designed to an environmental performance consistent with standards for build in place at the time the properties were built (mid 1960s). The performance standards will have been improved to a limited degree in the social housing properties through investment to bring them to the Decent Homes standard, but these improvements will not have been applied to all of the leasehold properties.

9.2 The proposed new scheme will provide homes built to a far higher standard of environmental performance, which will mean they are far more cost effective to run, thereby reducing the potential for fuel poverty for households that are expected to occupy the new homes within the scheme. The development will maximise reductions in carbon dioxide emissions through the implementation of Be Lean, Be Clean and Be Green energy efficiency measures. The development has been designed to achieve a 35.9% regulated carbon reduction on 2013 Building Regulations through on site measures.

10. RISK MANAGEMENT IMPLICATIONS (As per the 26 September 2018 Cabinet Report)

10.1 The Council is working with CSDL and HARCA to progress the regeneration proposal. The programme bears some time risks due to the need for occupiers to vacate the residential and commercial properties. The programme is being monitored closely. The CPO resolution for Chrisp Street will support the programme delivery if the need arises.

10.2 Failure to acquire the land interests through negotiation could jeopardize the Chrisp Street regeneration proposals unless this risk is off-set by taking steps to make a precautionary CPO, to acquire the land interests identified in this report.

10.3 Considering the risk management implications in more detail, there are a number of thematic risks associated (set out below) with this project which will be the subject of a detailed risk register which will need to be assembled, implemented and monitored following the adoption of the 26 September 2018 Cabinet Report.

Strategic Risks

10.4 This Cabinet Report is intended to support the delivery of a longstanding regeneration priority identified in the Local Plan and a priority in the Council-sponsored Poplar Housing Zone. The over-arching strategic risk relates to whether the intervention being sought is the correct one required to deliver the outcome sought. Ultimately, the regeneration scheme is being proposed by the landowner, HARCA in conjunction with a developer, CSDL, to deliver a strategic priority of the Council.

Compliance Risks

10.5 The key compliance risk relates to the making of the CPO and ensuring that the regeneration case for the scheme is robust, whether a CPO Inquiry becomes necessary or not. The Council also needs to be mindful of any potential negative impacts on protected equality groups identified in the 2010 Equality Act together with the impacts on the human rights of those affected. A full Equalities Impact Assessment has been undertaken and forms Appendix 7 of this Cabinet Report.

Financial Risks

10.6 These are considered to be relatively small to the Council given that the large proportion of this risk is to be borne by the developer, CSDL. All the Council's scheme enabling costs are being met by CSDL through the Indemnity Agreement (Appendix 8). Financial risks may arise from falling revenue from the Street Market, if market activity falls. However, it is expected that market activity will increase after the scheme is complete and therefore this may not be a risk that becomes an issue.

Operational Risks

10.7 The Council's own direct interests relate to services currently provided by the Idea Store; Street Market; Children's Centre and One Stop Shop. In turn, the Idea Store is not going to be relocated, but there is an intention to extend the first floor of the proposed Community Hub Building. Therefore there is likely to be some disturbance to service provision during this time. The Street Market is to be temporarily relocated for one year to the south of the Order Land in order to facilitate the resurfacing of the Market Precinct. The One Stop Shop is to be relocated to the ground floor of the Idea Store under an initiative sponsored by the Council, independent of the scheme proposed by CSDL.

Reputational Risks

10.8 The making of the CPO and associated actions identified in the reports raises significant potential reputational risks to the Council. The temporary and permanent relocation of moving residents (i.e. tenants and leaseholders); retail businesses; market traders; and employees from the place of living and/or work will involve upheaval and disturbance to the stakeholders identified. This will mean that the potential for negative coverage through, for

example, Members' Enquiries; local press coverage; social media coverage is considered high. Delivering the CPO and the ensuring regeneration objectives in the long term should justify a limited degree of disturbance for people living, working or spending recreational time in the areas. Where there is an unjustifiable degree of disturbance, then the use of Members' Enquiries; local media; social media may prove a useful means of establishing where interventions have gone wrong and what can be done to correct them.

10.9 However reputational risks for the Council are considerably reduced by the fact that HARCA are experts at regeneration having carried out the following successful strategic regeneration schemes in Tower Hamlets in partnership with the Council and also making use of their CPO powers for HARCA projects at Aberfeldy Estate and Bow Bridge.

10.10 In the past, HARCA have successfully managed to relocate affected parties by negotiation without the need of recourse to use of CPO powers. The Council will further have oversight of the CPO process to ensure the risk of behaviours that might give rise to reputational harm are avoided.

Concluding Risk Points

10.11 A proactive risk management approach with all the risks identified in a Risk Management Plan can reduce the likelihood of such risks becoming issues and mitigate the negative impacts where they so become issues.

Addendum (May 2019)

10.12 The purpose of this Land Transfer report is to mitigate the possible negative impact of a risk becoming an issue. This forms part of the Council's overall approach to risk management as described above.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS (As per the 26 September 2018 Cabinet Report)

11.1 Historically, the Site has experienced significant issues of crime and anti-social behaviour (ASB). These issues are exacerbated by the design and isolated nature of parts of the estate, caused by being surrounded by rear building elevations, lack of natural surveillance and by major roads. This enables those committing ASB to easily evade police and other enforcement activities.

11.2 This has been evidenced by Poplar HARCA reporting in late 2017 that Fitzgerald, Ennis & Kilmore Houses have been the subject of ASB and criminal behaviour including drug use and problems with groups of people congregating in communal areas behaving anti-socially. The Police have also reported in late 2017 that Chrisp Street Market suffers from a range of issues including: criminal damage; shoplifting; robbery/attempted robbery; actual bodily harm; grievous bodily harm; and harassment.

11.3 The proposed scheme intends to address those issues. Section 9.160 of the Planning Officer's report to the Strategic Development Committee meeting of

15 February 2018 on the planning application for the scheme (Ref No PA/16/161) states the following:

Secure by Design

11.4 The applicant has engaged with the Metropolitan Police's Secure by Design team as part of the design process and they have been consulted with as part of the planning application process. The Secure by Design officer raised no objection to the proposed design of the scheme and has requested that a condition be imposed (in the event that planning permission is granted) which requires the applicant to achieve Secure by Design accreditation prior to the commencement of the development. Furthermore, the applicant has committed to providing CCTV on the site and this would be secured via condition. With the inclusion of the abovementioned conditions, the development would incorporate measures to increase safety and reduce antisocial behaviour on the site.

11.5 In addition to the above, the site's 24 hour CCTV will be monitored onsite complemented by a 24 hour onsite security presence. The new scheme will also be well lit during night time which with the benefit of the redesign will help ensure that those perpetuating crime and anti-social behaviour will have fewer opportunities to negatively impact individual and community safety in the future.

12. SAFEGUARDING IMPLICATIONS (As per the 26 September 2018 Cabinet Report)

12.1 Not applicable to this report.

Linked Reports, Appendices and Background Documents

Strategic Development Committee Planning Report, Item 7.1, 24 July 2018

http://democracy.towerhamlets.gov.uk/mgChooseDocPack.aspx?ID=9268

Cabinet Report – 26 September 2018

Chrisp Street Regeneration Scheme: CPO Resolution, dealings with Council land/interests and Street Market Management Arrangements

Appendices to the Chrisp Street CPO Cabinet Report (26 September 2018)

Appendix 1 - Chrisp Street - Order Land Location & CPO Boundary Plan
Appendix 2 - Chrisp Street - Schedule of all Land Interests to be acquired (Sept 2018)
Appendix 3 – Statement of Community Involvement (June 2016)
Appendix 4a – Chrisp Street Retail Management Strategy (June 2016)
Appendix 4b – Retail Leasehold Offer (June 2018)
Appendix 5 –Residential Leasehold Buyback Offer (June 2018)
Appendix 6 – Residential Tenants Offer (June 2018)
Appendix 7 - Equalities Impact Assessment (June 2018)
Appendix 8 - CPO Indemnity Agreement
Appendix 9 – Long Term Estate Management Proposal (June 2018)
Appendix 10 – Extract from Tower Hamlets Council Town Centre Strategy 2017-2022 (March 2017)
Appendix 11a – Market Stalls Offer (June 2018)
Appendix 11b - Future Chrisp Street Market Management Arrangements (16 October 2017, Updated June 2018)
Appendix 12 – Temporary Relocation Plan for Chrisp Street Market Traders and Lock Ups
Appendix 13 - Lock Ups Offer document (June 2018)

http://democracy.towerhamlets.gov.uk/ieListDocuments.aspx?CId=720&MId=8827

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

- None

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Cabinet 22 May 2019	TOWER HAMLETS
Report of: Denise Radley – Corporate Director Health, Adults and Community	**Classification:** Unrestricted
Safeguarding Adults Board Strategy 2019-24	

Lead Member	**Councillor Denise Jones, Cabinet Member for Adults, Health and Wellbeing**
Originating Officer(s)	Shohel Ahmed, Joint Adults Safeguarding Governance and Strategy Manager
Wards affected	All wards
Key Decision?	No
Forward Plan Notice Published	n/a
Reason for Key Decision	n/a
Strategic Plan Priority / Outcome	Outcome 7: People feel safer in their neighbourhoods and anti-social behaviour is tackled

Executive Summary

Safeguarding adults at risk of abuse or neglect is a key priority in Tower Hamlets.

In 2017-18, 940 safeguarding concerns were raised relating to adults in Tower Hamlets, of which 699 proceeded to a safeguarding investigation. The past three years have seen an increase in the number of safeguarding concerns received in Tower Hamlets, reflecting an increased awareness of safeguarding as well as potentially reflecting the scale of the issue. Some of the established trends in Tower Hamlets include:

- Neglect is the largest single type of abuse investigated.
- Safeguarding investigations are proportionately more likely to relate to older people.
- The majority of investigations relate to people living in their own home (as opposed to a care home).

At the same time, there are a number of emerging and changing trends that impact safeguarding. These include online abuse, human trafficking and 'cuckooing[1]'. As safeguarding risks continue to evolve, it is vital that the Board is able to adapt to such changes to ensure the response remains contemporary and relevant

[1] 'Cuckooing' is the term used to describe the practice where professional drug dealers take over the property of a vulnerable person and use it as a place from which to run their drugs operation.

Abuse and neglect can have a devastating impact on people's lives, and we know that partnership working between statutory services is a key way of tackling the issue at a strategic level. The Safeguarding Adults Board Strategy seeks to articulate how we will do this. It is a five year plan that outlines the Board's long term priorities to prevent and tackle adult abuse and neglect, as well detailing the key interventions required to meet these priorities.

The strategy has been developed using feedback from Safeguarding Adult Board partners, resident groups as well as data and evidence from a local, regional and national level. It has a strong emphasis on prevention and partnership, which were the two key messages arising from this activity. This includes tackling new forms of abuse and neglect at an early stage, and working together to ensure that there are effective procedures in place to prevent abuse and neglect.

Once the strategy is agreed, an annual business plan will be developed, which will detail and monitor the actions required to achieve the priorities of the strategy.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Safeguarding Adults Board Strategy 2019-24, which was agreed by the Safeguarding Adults Board in March 2019.

1. REASONS FOR THE DECISIONS

1.1 Under the Care Act 2014, one of the duties of the Safeguarding Adults Board is to develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute.

1.2 Although the annual business plan fulfils this statutory requirement, the strategy is intended to be a resident-facing document which summarises our strategic approach to safeguarding, and also articulates the long term commitments from all relevant partners.

1.3 In addition to this, the strategy also informs residents and relevant stakeholders of the Safeguarding Adults Board work programme, as well as increasing the transparency and profile of the work of the Board.

1.4 The annual business plan will detail the actions that will be undertaken in order to achieve the priorities, and include some of the more practical issues that need to be addressed.

1.5 The strategy was signed off by the Safeguarding Adults Board in March 2019. Once the strategy has been discussed at the Cabinet, it will go through a final design process to ensure that it is presented in a professional and engaging manner. It will then be published onto the Tower Hamlets website, and circulated to partner agencies. Further work will be explored to promote the strategy, ensuring that residents (and professionals) are able to access the strategy easily.

2. ALTERNATIVE OPTIONS

2.1 The annual business plan can be published on its own (without a strategy), which will fulfil the statutory obligation of the Care Act. However, this would risk losing the benefits of having the strategy as an articulation of longer term priorities, increasing our transparency and levels of resident engagement. The Board could risk becoming 'reactive' to emerging safeguarding issues as opposed to 'proactive'. It is generally seen as good practice to publish both a long term strategy alongside an annual business plan, and is an approach that the majority of boroughs in London adopt.

2.2 There are also various options which can be considered with regards to the content/format of the strategy.

3. DETAILS OF THE REPORT

3.1 The Safeguarding Adults Board Strategy 2019-24 sets out the Boards five year strategy for safeguarding adults, outlining the priorities of the Board and detailing the actions required to achieve those priorities.

3.2 The strategy covers:

- The legal framework for safeguarding
- The scope of the strategy
- Why we need an adults safeguarding strategy
- Challenges
- The response so far in Tower Hamlets
- Our priorities for 2019-24
- How we will achieve this
- Other strategies and plans that are linked
- Glossary

3.3 The priorities are built around the six key principles of adult safeguarding that are defined under the Care Act 2014; Empowerment, Prevention, Proportionality, Partnership, Protection and Accountability.

3.4 There is a strong emphasis throughout the priorities around 'Making Safeguarding Personal', which is about developing a safeguarding culture that focuses on the personalised outcomes desired by people with care and support needs.

3.5 The strategy also describes the main interventions needed in order to achieve the priorities. These will be overseen by the respective sub groups of the Safeguarding Adults Board.

3.6 The strategy was presented at the Mayor's Advisory Board on 1st May. At this meeting, it was suggested that a stronger focus be added on the transition from childhood to adulthood as it relates to safeguarding. Whilst there is a priority in the strategy on this issue, more high-level actions will be added into the strategy document following Cabinet. These will be:

(i) Utilise the multi-disciplinary high risk transition panel to support young people transitioning to adulthood and vulnerable adults where there are high risks of serious harm and difficulties transitioning to services that meet their needs.

(ii) Conduct a review of the multi-disciplinary high risk transition panel – including gathering insights from service users - to identify how the panel and transition process can be improved.

(iii) Ensure social work staff are able to work across departments to identify young people at risk and ensure that appropriate safeguards are in place, working with families and networks to reduce risks.

The strategy also notes that the Special Educational Needs and Disabilities (SEND) strategy and Violence, Vulnerability and Exploitation Strategy (currently under development) are two of a number of key interdependent strategies.

4. EQUALITIES IMPLICATIONS

Although the strategy is intended for adults in general, it sets out a number of equalities issues and the actions needed to address these issues. These can be summarised as follows:

4.1 The strategy recognises that people with a learning disability, physical disability or a mental health issue are at a greater risk of abuse and neglect. It has therefore included actions such as learning from reviews such as Learning Disabilities Mortality Reviews, and ensuring that safeguards are in place to protect the most vulnerable in Tower Hamlets.

4.2 In the last couple of years, approximately half of the safeguarding concerns and investigations in Tower Hamlets related to people over the age of 65. Safeguarding issues tend to be more prevalent within this group, and they are also more likely to have a higher dependency of need with regards to care. The strategy seeks to address this, by including actions such as analysing why loneliness and social isolation impacts on safeguarding within vulnerable people (including older people), and makes preventative measures a key priority throughout.

4.3 The strategy includes actions to target safeguarding awareness raising campaigns to 'hard to reach' and 'easy to ignore groups' as it recognises the challenge the diversity and transient nature of the borough brings to safeguarding. There is a strong emphasis throughout the strategy to build on the work of previous strategies to ensure that as many people as possible within the borough are aware of the safeguarding mechanisms within the borough, and are able to protect themselves from abuse and harm.

5. OTHER STATUTORY IMPLICATIONS

5.1 Effective safeguarding of adults will have a positive impact on cross cutting issues such as crime and disorder and radicalisation. The Safeguarding Adults Board Strategy will maintain close links with other strategic plans and strategic partnership in order to ensure that responses are efficient and effective.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report recommends the agreement of the Safeguarding Adults Board Strategy for 2019-24. The strategy itself has no direct financial implications; it is the annual business plan that maps out the specific activities to support achievement of the priorities within the strategy that will have a financial impact. Consideration of the annual business plan and the resource requirement will be programmed and factored in to the annual MTFS refresh.

7. COMMENTS OF LEGAL SERVICES

7.1 The Care Act 2014 places the Council's duties in respect of safeguarding adults with care needs who are at risk of abuse or neglect on a statutory basis. The requirements in respect of establishing a Safeguarding Adults Board (SAB) are set out in Sections 43-45 and Schedule 2 of the 2014 Act. As with all of the Council's duties under the Act, the duty to promote wellbeing applies to the Council's safeguarding duties.

7.2 The Care and Support Statutory Guidance sets out further detail in respect of the requirement to publish the SAB strategic plan and annual reports. By preparing a long-term strategic plan in addition to the annual business plan, the Council has gone beyond the minimum legal requirements, and is applying Best Value principles.

Appendices
Appendix I: Safeguarding Adults Board Strategy 2019-24.
Appendix II: Summary of feedback

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

- NONE

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Shohel Ahmed, Joint Adult Safeguarding Governance and Strategy Manager – Health, Adults and Community Services

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Safeguarding Adults Board

Making Safeguarding Personal

TOWER HAMLETS

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Strategy 2019-24

Safeguarding is everyone's responsibility

EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT EXCELLENT

POSITIVE ABOUT DISABLED PEOPLE

London Living Wage Employer

INVESTORS IN PEOPLE | Silver

thcvs Council for Voluntary Service

Barts and The London NHS NHS Trust

METROPOLITAN POLICE TOTAL POLICING

NHS Tower Hamlets Clinical Commissioning Group

Foreword - Independent Chair Christabel Shawcross

I am delighted to present this new five year strategy for the London Borough of Tower Hamlets Safeguarding Adults Board (SAB). The local authority, adult social care, health, police, fire, housing and voluntary and community sector partners have all contributed to an ambitious strategy to reduce the abuse of adults at risk.

The strategy has been developed through a programme of research and through engagement with residents and partners. It aims to improve ways of protecting as well as preventing adults at risk from being abused. Our analysis has highlighted the importance of partner agencies learning from local and national Safeguarding Adult Reviews and reviews that occur following the death of individuals with a learning disability (known as LeDeRs). It has highlighted the importance of the Board using more qualitative as well as quantitative data to fully understand and react to changes related to safeguarding. The types of abuse do not change but the intensity and methods and location do, and this requires agile responses to new issues such as cuckooing, financial scamming through the internet and coercive control.

Through talking to residents, service users and carers about this strategy, two clear messages emerged: Firstly, the importance of awareness-raising to ensure that more people understand what safeguarding is and what to do about it; and secondly, the importance of partner organisations working effectively with one another.

In order to capture what we have found in research and what we have heard from residents, we have based the strategy around the following six principles:

- Empowerment
- Prevention
- Proportionality
- Partnership
- Protection
- Accountability

These principles are drawn from 'Making Safeguarding Personal', which is a nationally recognised approach to tackling adult abuse and neglect built around the individual at risk. What this means is that individuals at risk of abuse are at the centre of initiatives to develop awareness of what abuse is, how to get help, and have protection that meets with their wishes and situations.

As Independent Chair I will be helping to lead and oversee implementing the strategy on an annual basis and giving updates on progress, issues and achievements in the SAB annual report.

Foreword - Councillor Denise Jones, Cabinet Member for Health and Adult Services

I am pleased to endorse the Safeguarding Adults Board Strategy. The strategy sets out a clear commitment from partner agencies to prevent and tackle adult abuse and neglect, and is ambitious in what it seeks to achieve.

Abuse and neglect can have a devastating impact on people's lives, and there are a complex set of issues that need to be addressed in order to tackle safeguarding at a strategic level. Older people and people with a disability are at an increased risk of abuse and neglect, and negative social attitudes towards old age and disability are part of this picture. People who feel lonely or who are socially isolated may be at a greater risk of things like financial scams. Indeed, the wider determinants of health and wellbeing including relationships, education, housing, work and income all form part of the wider context of safeguarding.

This strategy sets out the Board's priorities to prevent and tackle adult abuse and neglect, recognising these wider issues that impact on the lives of residents. There is a huge programme of work in place that looks at these issues, from the council's Housing Strategy to our Ageing Well Strategy. In this way, the Safeguarding Adult Board Strategy is part of our ongoing commitment to improve health and wellbeing and to build strong, resilient and safe communities.

1. Legal Framework for Safeguarding Adults

The Mental Capacity Act 2005:

Introduced to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment

The Deprivation of Liberty Safeguards 2009:

Provides a legal framework to protect those who lack the capacity to consent to the arrangements for their treatment or care

The Care Act 2014:

Places the duty on Local Authorities to carry out an assessment of anyone who appears to require care and support, regardless of their likely eligibility, and articulates statutory requirements in relation to safeguarding

The Care Act 2014 also made it a statutory requirement for local authorities to establish a Safeguarding Adults Board (SAB), a partnership board whose core membership should include the local authority, police and health.

2. How we developed the strategy

How did you develop this strategy?

- We talked to a number of resident groups between November 2018 and January 2019, many of whom have experience of adult social care. This includes the Carers Centre, Older Peoples Reference Group and the Learning Disabilities Partnership Board, who have all directly contributed to the strategy.
- Partners from across the Safeguarding Adults Board (SAB), representing organisations such as the police, council, health and the Voluntary and Community Sector have also provided their opinions, directly informing this strategy.
- Evidence, data and research at a national, regional and local level was analysed and used to inform this strategy.

What were the main messages from residents, service users and professionals?

- Service users and professionals all reiterated the priority of Making Safeguarding Personal, which is reflected throughout the strategy.
- There was a strong emphasis on the need to build on previous awareness raising campaigns around safeguarding. Service users felt that safeguarding was still an unknown term with many residents, especially those residents that are 'hard to reach'.
- Identifying and tackling new forms of abuse, such as financial scams, cuckooing and 'mate crime' was also an important message that came across through service users and professionals
- Throughout these conversations, there was a reoccurring theme around strengthening the working relationship between partners. This is reflected strongly within the priorities of the strategy.

3. Why we need a safeguarding strategy

This page tells you about why we need a strategy; outlining the scale of the issue, the impact of safeguarding as well as who is at an increased risk of abuse and neglect.

One of the duties of the Safeguarding Adults Board is to develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute.

Tower Hamlets is the 10th most deprived borough in the country. There is evidence suggesting there is a strong association with a person's socio-economic circumstances and the chance of experiencing abuse/neglect, - families with low economic capacity are at greater risk.

In one survey, 4% of older people said they had experienced mistreatment from someone they knew in the last year (Action on Elder Abuse Prevalence Study, 2007).

People with a learning disability, physical disability or mental health issue are at an increased risk of abuse or neglect (Disability and domestic abuse report by Public Health England, 2015).

People who lack the mental capacity to make their own decisions need particular safeguards to make sure they are not subject to abuse of neglect.

The number of concerns people have raised about safeguarding has been rising, reflecting the potential scale of the issue as awareness is raised. In Tower Hamlets, the number of concerns raised per month has almost doubled from an average of 60 in 2016-17 to 114 in 2018-19.

Although we think awareness is increasing, there are still a number of barriers that may stop people coming forward for help if they are experiencing abuse or neglect. The true scale of the issue is likely to be larger.

Over the past 3 years, neglect and acts of omission have been the largest single type of abuse investigated in Tower Hamlets. In 2016-17, this was at 36%, falling slightly to 32% in 2017-18. The data for the first 3 quarters of 2018-19 indicate a similar story. It is worth noting that within this, 'self-neglect' has been steadily increasing.

About a fifth of safeguarding investigations in Tower Hamlets relate to financial abuse (22% in 2017-18, 20% the year before.

A further fifth of safeguarding investigations in Tower Hamlets relate to physical abuse (18% in 2017-18, 20% the year before).

Crime is the top concern of Tower Hamlets residents, with 41% rating it as a key concern (2018 Annual Residents Survey). Safeguarding can be seen within this picture.

The impact of abuse or neglect can be devastating. In one survey, 76% of those asked said that the effect of the mistreatment was serious The most commonly reported effects were emotional (such as feeling angry or upset), and social (for example feeling cut off from family and friends). (Action on Elder Abuse Prevalence Study, 2007).

4. Challenges

- **Resources:** A number of public services face challenges in terms of how to meet an anticipated rise in demand for care and support in the context of restricted resources. This has resulted in significant changes in how we deliver services, as well as changes to the structures of partner organisations. How we prevent and tackle abuse and neglect in this changing context is an ongoing challenge.

- **An ageing population:** Residents over the age of 65 tend to have a higher dependency of need with regards to care, and safeguarding issues tend to be proportionately more prevalent in this group. In Tower Hamlets, approximately half the safeguarding concerns and investigations in 2018 related to people aged 65 or over. Although we have a comparatively small number of older residents in Tower Hamlets compared to other boroughs (6% of our population are over the age of 65, lower than boroughs such as Greenwich and Newham[1]), this number is expected to grow by 39% over the next ten years.

- **Diversity and a changing borough:** The borough is ranked as the 16th most ethnically diverse local authority in England in terms of the mix of different ethnic group populations. More than two thirds of our residents belong to a minority ethnic group[2]. We are also a borough where a significant proportion of residents are transient: relative to the size of our population, we have the 11th highest population rate turnover in the UK[3]. Although this welcoming nature and vibrancy in culture is something which Tower Hamlets is celebrated for, it also brings potential challenges in relation to safeguarding in terms of ensuring that everyone – including those with English as a second language, those who may not be familiar or comfortable with statutory services, and those who may be new to the borough – are aware and empowered to prevent and tackle abuse.

[1] ONS, 2017 Mid-Year Estimates
[2] 2011 Census
[3] ONS, 2017 Mid-Year Estimates

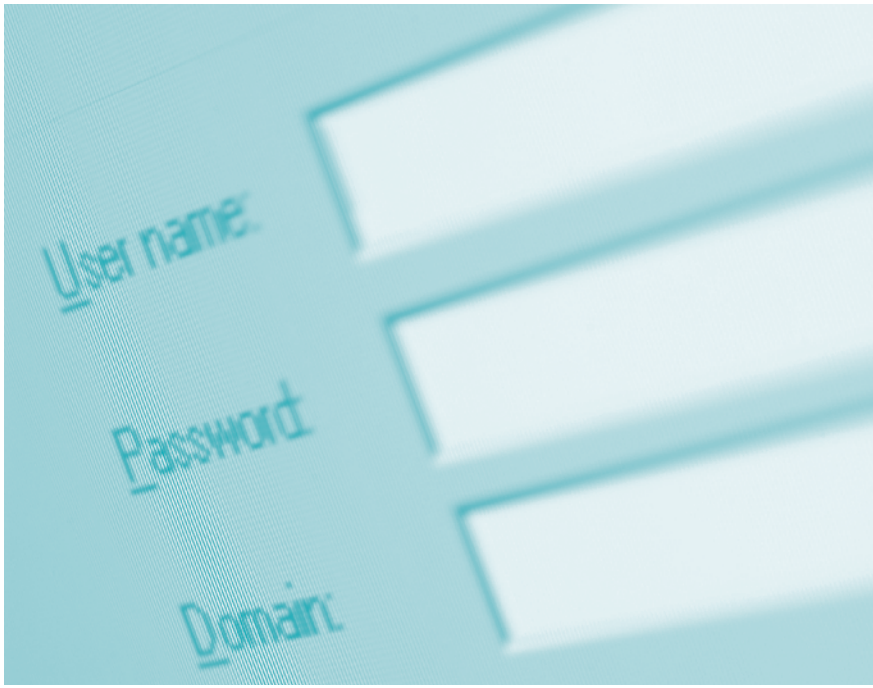
➤ Emerging trends

Addressing emerging and changing safeguarding trends is an ongoing challenge for the Safeguarding Adults Board. As safeguarding risks continue to evolve, it is vital that the strategy is able to adapt to such changes to ensure our response remains contemporary and relevant.

The increasing use of online platforms such as social media sites has opened up a new area for safeguarding risks. Within the national context, we have seen a rise of online abuse such as cyber bullying. The Safeguarding Adults Board Strategy in Tower Hamlets has to ensure it remains proactive in identifying online abuse at an early stage, and flexible in responding to such concerns.

There are some risks which are associated with cultural practices; these include Female Genital Mutilation, Forced Marriage and Honour Based Violence. Other safeguarding issues such as human trafficking, cuckooing (where drug dealers take over the home of a vulnerable person in order to use as a base for drug dealing) and county lines (where vulnerable individuals are exploited to traffic drugs) have emerged from within a criminal setting, and require a response which is based on partnership working, with other partnership Boards such as the Community Safety Partnership. In recognition of the importance of this partnership, this strategy is consistent with the borough's Violence Against Women and Girls Strategy, the Community Safety Partnership Plan and the Violence, Vulnerability and Exploitation Strategy (currently under development).

The increasing use of online platforms such as social media sites has opened up a new area for safeguarding risks. Within the national context, we have seen a rise of online abuse such as cyber bullying.



5. The response so far in Tower Hamlets

This strategy builds on the achievements of the previous safeguarding strategy, from 2015 to 2019. Just some of the achievements of the Safeguarding Adults Board (SAB) and partner agencies over the previous four years are listed below:

We have run resident-facing campaigns and events every November as part of Safeguarding Month.

In summer 2017, a 'Keeping Safe' event was well attended by people with a learning disability. In November 2018, the Community Engagement sub group ran safeguarding awareness sessions throughout Tower Hamlets, which was attended by approximately 60 people.

In the vast majority of cases, safeguarding investigations result in the risk being withdrawn or removed (in 2017-18, this was true in 91% cases).

In 2018, advocacy was provided in 95% of investigations where a person lacked mental capacity.

In 2017-18, the local authority employed specialist hoarding project workers to help tackle this emerging issue.

In 2016, East London Foundation NHS Trust introduced the Routine Enquiry Domestic Violence training course for frontline staff members.

In 2017 a High Risk Transition Panel started, enabling agencies to come together and look at cases where there is a potentially high risk related to safeguarding.

In 2017, an independent victim support service was newly commissioned by the council to help safeguard over 400 high risk victims of domestic abuse.

In 2017, the London Fire Service delivered Home Fire Safety visits to more than 80,000 households in the capital, supporting a number of vulnerable adults through the process.

In 2017, the Metropolitan Police created a dedicated Domestic Violence Protection Order Case Worker post to provide support to vulnerable victims in Tower Hamlets.

The London Amulance Service produced short films on dementia and safeguarding for people in care homes or their own properties.

In 2018, 63.5% of adult social care users said they felt as safe as they wanted to - a steady increase from the previous year.

In 2017, the Council and Clinical Commissioning Group pooled their resources to fund a Safeguarding Strategy Manager post.

A huge programme of staff training has ranged from workshops, to conferences, to a theatre performance on modern slavery in 2018.

In 2017, Barts Health NHS Trust delivered 242 training sessions on DoLs and mental capacity, reaching 2,500 members of staff.

The proportion of adults with a learning disability having an annual health check increased increased in 2017-18 from 36% to 74%.

6. Our priorities for 2019-24

The priorities in the Safeguarding Adults Board Strategy are built around the six principles of Making Safeguarding Personal. Making Safeguarding Personal is a nationally recognised approach to tackling adult abuse and neglect, which focuses on the outcomes of safeguarding work.

EMPOWERMENT

What we want to achieve:

1) People are helped to protect themselves and each other from abuse
2) Agencies involve people in safeguarding processes that are made personal to them
3) Staff members are proactive and able to have meaningful, engaging conversations with people
4) People are offered appropriate support through safeguarding processes, including advocates
5) People who have been through safeguarding processes feel safer as a result

PREVENTION

What we want to achieve:

1) People will know how to identify and avoid abuse
2) The reasons behind abuse and neglect are tackled, including loneliness and isolation
3) The reasons behind repeat referrals are tackled
4) New forms of abuse and neglect are identified and tackled at an early stage
5) The wider determinants of wellbeing that impact safeguarding are addressed (including work on poverty, domestic abuse, relationships, housing and employment)

PROPORTIONALITY

What we want to achieve:

1) Individuals will feel supported to make informed decisions on risk taking and the level of intervention that they receive
2) Everyone going through a safeguarding concern is asked what matters to them and what the outcomes they want to achieve
3) The proportion of cases where people's objectives are achieved increases
4) Individuals transitioning to adulthood (or transitioning through another significant change in their lives) are supported and safeguarded from abuse, exploitation and neglect

EMPOWERMENT PREVENTION PROPORTIONALITY PROTECTION PARTNERSHIP ACCOUNTABILITY

PARTNERSHIP

What we want to achieve:

1) Partners across health, care, housing and the justice system work together to prevent and tackle abuse and neglect
2) Partners share their evidence and performance and analyse it together to learn and make continual improvements
3) Partnership Boards and the structure in place to safeguarding children, work together to identify safeguarding trends
4) Community and voluntary sector organisations influence services and strategies through co-delivery and co-production
5) Partners effectively implement multi agency safeguarding procedures

PROTECTION

What we want to achieve:

1) Safeguarding practice is continually strengthened
2) Staff members are able to identify and manage risk
3) Financial scams and other organised exploitative activity is disrupted and prevented
4) People, including hard-to-reach groups, know where to go for help

ACCOUNTABILITY

What we want to achieve:

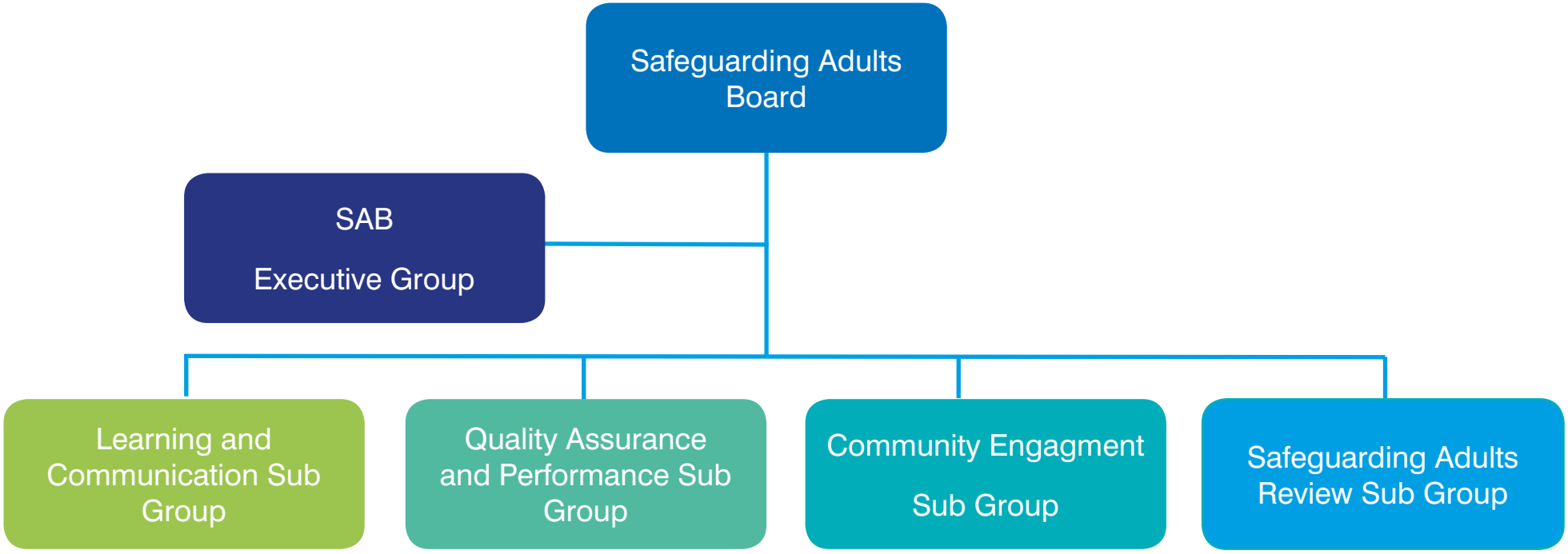
1) Partners learn lessons from Safeguarding Adult Reviews, Learning Disabilities Mortality Reviews, Domestic Homicide Reviews, audits and more.
2) Service users, carers and patients feel empowered and able to influence service delivery
3) Consultation and co-production with service users and carers become routine

EMPOWERMENT PREVENTION PROPORTIONALITY PROTECTION PARTNERSHIP ACCOUNTABILITY

7. How we will make this happen?

The Tower Hamlets Safeguarding Adults Board (SAB) currently has four sub groups that assist the board in meeting its obligations. However, the board recognises the need to remain flexible and adaptive to emerging issues, and that includes ensuring that the sub groups can adapt and change over the course of the strategy. Although this might be the case, we would ensure that the core themes of 'community engagement', 'learning and communication' and 'quality assurance and performance' are reflected and addressed throughout the SAB structure.

The sub groups are currently chaired by members of the SAB, and are held regularly throughout the year. The Safeguarding Adults Review (SAR) sub group will focus on ensuring that the SAR process is effective and will also undertake any thematic reviews of SARs. The remaining three sub groups that sit alongside it will lead on the actions needed to achieve the strategic priorities.



The Safeguarding Adults Board needs to work with other strategic partnerships in the borough in order to be successful. Key amongst these are the Health and Wellbeing Board, the Community Safety Partnership Board and the Tower Hamlets Safeguarding Children's Partnership.

Learning and Communication Sub Group

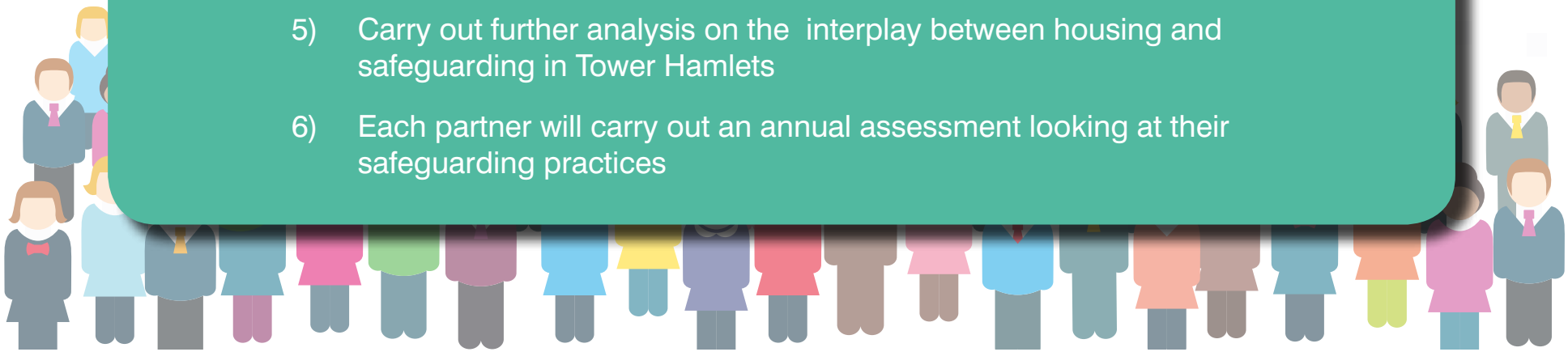
What we will do:

1) Work with staff across all partner agencies, including staff in health, care, housing and the justice system
2) Provide staff training, supervision, peer support and practice groups that have a focus on 'Making Safeguarding Personal'
3) Pool budgets across partners and utilise Tower Hamlets Together to commission a joint training package
4) Undertake a thematic review on how loneliness and isolation is impacting on safeguarding for older people in relation to financial abuse
5) Organise a staff safeguarding best practice event as part of safeguarding month, themed around having meaningful and difficult conversations
6) Develop the London Borough of Tower Hamlets website as a better resource for staff and residents on safeguarding
7) Undertake a review on the governance of the Safeguarding Adults Board; including Board membership and how the Board can strengthen links with other groups and strategies

Quality Assurance and Performance Sub Group

What we will do:

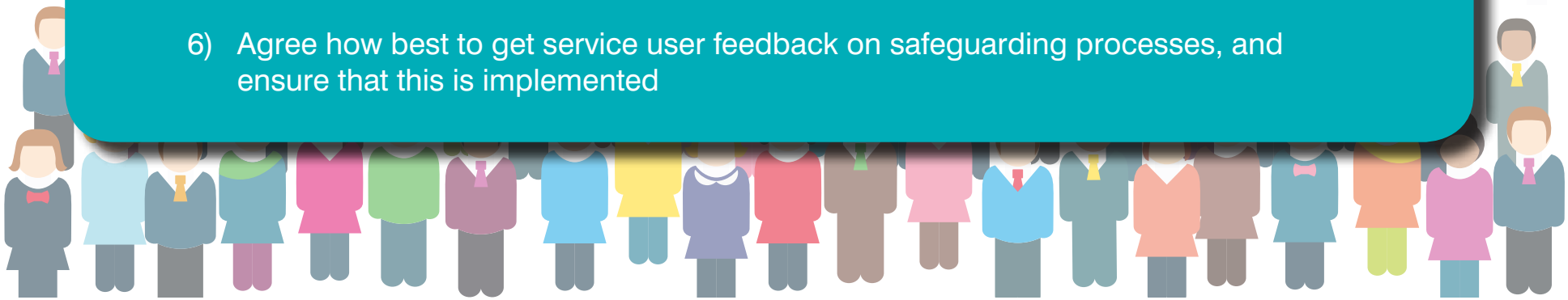
1) Analyse findings from audits, performance data, feedback, Safeguarding Adult Reviews and Learning Disabilities Mortality Reviews
2) Look at safeguarding concerns that are not turned into section 42 enquiries
3) Undertake a deep dive analysis if any trends or spikes in activity are identified
4) Develop a comprehensive multi-agency dashboard and audit programme
5) Carry out further analysis on the interplay between housing and safeguarding in Tower Hamlets
6) Each partner will carry out an annual assessment looking at their safeguarding practices



Community Engagement Sub Group

What we will do:

1) Identify the most appropriate organisation to support individuals during and post care
2) Identify our 'hard-to-reach' and 'easy to ignore' groups and target safeguarding awareness materials towards them
3) Carry out market-style research on where residents would go if they were worried about abuse
4) Organise a borough-wide, resident-facing publicity campaign to raise overall awareness of safeguarding, including new leaflets and posters
5) Coproduce Safeguarding Adult Board-related strategies and policies with residents and service users
6) Agree how best to get service user feedback on safeguarding processes, and ensure that this is implemented



8. Other strategies and plans that are linked to this

This strategy has close ties to the following strategies and plans in Tower Hamlets:

- The Community Safety Partnership Plan
- The Health and Wellbeing Strategy
- The Children and Families Plan
- Violence Against Women and Girls Strategy
- Violence, Vulnerability and Exploitation Strategy (currently under development)
- The Substance Misuse Strategy
- The Mental Health Strategy
- The Learning Disability Strategy
- Ageing Well Strategy
- The Autism Strategy
- The Special Educational Needs and Disabilities Strategy
- The Suicide Prevention Strategy
- Housing Strategy
- Homelessness Strategy

There are a number of cross cutting issues such as domestic abuse, mental ill health and violence against women and girls that require a response which links in with the work that is going on with other partnership boards.

We will work with other strategic boards and with an awareness of relevant strategies, to ensure that resources are put to the best possible use, and that shared issues are addressed collaboratively.

9. Glossary

Abuse: includes physical, sexual, emotional, psychological, financial, material, neglect, acts of omission, discriminatory and organisational abuse.

Advocacy: support to help people say what they want, secure their rights, represent their interests and obtain services they need. Under the Care Act, the local authority must arrange for an independent advocate to represent and support a person who is the subject of a safeguarding enquiry or a safeguarding adult review if they need help to understand and take part in the enquiry or review and to express their views, wishes, or feelings.

Care Act 2014: came into force in April 2015 and significantly reforms the law relating to care and support for adults and carers. This legislation also introduces a number of provisions about safeguarding adults at risk from abuse or neglect. Clauses 42-45 of the Care Act provide the statutory framework for protecting adults from abuse and neglect.

Care Programme Approach (CPA): an approach which requires health authorities, in collaboration with social services departments, to put in place specified arrangements for the care and treatment of people with mental ill health in the community.

Clinical Commissioning Group (CCG): created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on 1 April 2013. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area

Community Safety Partnership (CSP): a strategic forum bringing agencies and communities together to tackle crime within their communities. Community Safety Partnerships (CSPs) are made up of representatives from the responsible authorities; these are Police, police authorities, local authorities, Fire and Rescue authorities, Clinical Commissioning Groups and Community Rehabilitation Companies and the National Probation Service.

Deprivation of Liberty Safeguards (DoLS) 2009: aims to make sure that people in care homes and hospitals are looked after in a way that does not inappropriately restrict their freedom. Part of the Mental Capacity Act 2005.

Domestic Homicide Reviews (DHR): a multi-agency review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by a person to whom they were related or with whom they were, or had been, in an intimate personal relationship, or a member of the same household as themselves.

Learning Disabilities Mortality Reviews (LeDer): established to support local areas to review the deaths of people with learning disabilities, identify learning from those deaths, and take forward the learning into service improvement initiatives.

Making Safeguarding Personal (MSP): an approach to safeguarding work which aims to move away from safeguarding being process driven and instead, to place the person at risk at the centre of the process and work with them to achieve the outcomes they want.

Mental Capacity Act (MCA) 2005: is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment. It applies to people aged 16 and over.

Safeguarding: activity to protect a person's right to live in safety, free from abuse and neglect. It involves people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that their wellbeing and safety is promoted.

Safeguarding Adult Board (SAB): a multi-agency partnership Board established by the Care Act 2014, which has a duty to publish a strategic plan, publish an annual report and conduct any Safeguarding Adult Reviews. Its core membership includes the Local Authority, Police and Health.

Safeguarding Adult Review (SAR): a statutory review commissioned by the Safeguarding Adults Board in response to the death or serious injury of an adult with needs of care and support (regardless of whether or not the person was in receipt of services) and it is believed abuse or neglect was a factor. The process aims to identify learning in order to improve future practice and partnership working.

Tower Hamlets Together (THT): made up of a partnership of local health and social care organisations, with an ambition to improve the health and wellbeing of people living in Tower Hamlets.

Safeguarding Adults Board Strategy – Consultation Feedback

From November 2018 to February 2019, we have been engaging with different audiences, gathering feedback on the priorities for the new Safeguarding Adults Board Strategy.

Firstly, we ran an online consultation via the Tower Hamlets website, which was open for all residents, who were encouraged to provide feedback on what the new strategy should be focusing on. The Community Engagement Sub-Group also ran a number of safeguarding awareness training sessions for the public, whereby they were also given the chance to provide their input into the strategy.

Secondly, conversations were held with various resident groups on the priorities of the new Safeguarding Adults Board Strategy. Groups who provided feedback include Real/Local Voices, Carers Centre, Older Peoples Reference Group and the Learning Disability Board.

Thirdly, a Safeguarding Adults Board workshop towards the end of January was held, whereby Board partners discussed what the strategy should be focusing on (given the feedback received from residents and user groups) and also explored the actions that needed to be undertaken by each agency. This workshop was extremely well attended.

Throughout discussions, it became apparent that there were reoccurring themes that residents, user groups and professionals wanted addressing in the new strategy. These have been summarised as follows:

- **Raising awareness of Safeguarding**
  Many groups felt that residents of tower hamlets (and London in general) were unaware of safeguarding and how to identify safeguarding concerns and what they should do in such situations. The strategy addresses this by ensuring there is a focus on building on the safeguarding awareness sessions which have already taken place, via a publicity campaign that will include posters and leaflets. It also recognises that this needs to be a continued effort, and something that all partners and stakeholders need to take a lead on.

- **Partnership Working**
  Almost of the respondents mentioned better relationships with partners as an issue which needs to be a key focus for the strategy. The strategy has a strong focus on partnership working, and has included various different interventions that will ensure that partners work better together to ensure that appropriate safeguards are in place.

- **Training**
  There was a strong focus on training, and ensuring that staff members were trained to a high level. There is a commitment in the strategy to ensure that training packages are provided to staff, and that they feel

empowered to have meaningful, engaging conversations with people when required.

- **Tackling emerging issues**
  This was a concern for various resident groups, who mentioned the need to identify and tackle emerging safeguarding issues such as financial scams. The strategy seeks to tackle new forms of abuse and neglect at an early stage and has a strong focus on preventative work.

- **Transparency**
  There was consensus amongst the feedback received that the Board needs to become more transparent in terms of the work they are doing to tackle abuse and neglect. By having a safeguarding Adults Board strategy, it serves the dual purpose of promoting the work programme of the SAB as well as improving the profile and transparency of the Board in general.

Cabinet 22 May 2019	TOWER HAMLETS
Report of: Neville Murton, Corporate Director, Resources	**Classification:** Unrestricted
London Counter Fraud Hub – Contract Award	

Lead Member	**Councillor Ronald, Cabinet Member for Resources**
Originating Officer(s)	Steven Tinkler, Head of Audit & Risk
Wards affected	All
Key Decision?	Yes
Forward Plan Notice Published	23 April 2019
Reason for Key Decision	Financial Threshold
Strategic Plan Priority / Outcome	**A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.**

Executive Summary

This report sets out the background to the London Council's 'London Ventures' project relating to the creation of the London Counter Fraud Hub (the 'Hub'). The report outlines that following the completion of a successful two year pilot phase, the project is now ready to roll out across London.

With the continued rise in public sector losses due to more sophisticated fraud attacks, The 'Hub' which uses technology to share data, is seen as a key technique on tackling public sector fraud risks and the report seeks approval from the Mayor to enter into a contract to participate in the 'Hub'.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the business case for participating in the London Counter Fraud Hub.

2. Approve the proposal to join the London Counter Fraud Hub as a participating authority through the collaborative contract let by the London Borough of Ealing and awarded to CIPFA Business Ltd ("the Agreement").

3. Authorise the provision of council data extracts to CIPFA for the purposes of preventing and detecting fraudulent or erroneous activity.

4. Note that the contract will be for a period of seven years.

1 REASONS FOR THE DECISIONS

1.1 The London Counter Fraud Hub is one of the London Councils 'London Ventures' projects. After an EU tender and two-year pilot phase the project is ready to roll out across London.

1.2 Councils and third parties supply their data into a hub where it is analysed for fraud using advanced data analytics. The councils then get fraud alerts, delivered through a cloud-based case management system so that they can be investigated. The more councils put in their data, the more effective the hub is at finding fraud. The hub also learns from the results and gets better at finding fraud.

1.3 Testing was carried out by the 4 pilot authorities, Camden, Ealing, Islington, and Croydon. The results suggest that if all 33 boroughs were to sign up, in the first year of operation London would save a net £15m (worst case) to £30m (best case) and recover circa. 1,500 council homes that are currently illegally sub-let. The fraud types the hub looks for are council tax single person discount, business rates, and housing. This range will expand once the hub is up and running.

1.4 The hub is supplied by CIPFA, in partnership with BAE Systems. The original contract was based on payment by results, but after listening to the pilots and other councils the hub is now subscription based. The fees are £75k one-off joining fee plus an annual subscription of £90k for large authorities and £70k for small authorities. The GLA also contributes to support the council tax and business rates elements of the hub. The contract length is 7 years, and this is necessary because of the very large investment the contractor has to recoup.

1.5 The investment in technology was financed with private sector risk capital, and almost certainly could never have been achieved if councils had been asked to provide the capital themselves. However, to make the arrangement commercially viable 26 of the 33 local authorities in London need to join. It is anticipated that the hub will expand over time to include authorities bordering London, housing associations, and other public sector bodies.

1.6 The project has a profile with Cabinet Office and MHCLG and is an opportunity to demonstrate that London is delivering data sharing and collaboration.

1.7 The business case for joining the hub is set out in Appendix [A]. It demonstrates that the council will benefit from significant net savings over the life of the contract, as set out in the financial section below.

2 ALTERNATIVE OPTIONS

2.1 **Participation in the National Anti-Fraud Initiative -** The Council currently participates in the National Anti-Fraud Initiative which is a national data

sharing exercise undertaken by the Cabinet Office on a bi-annual basis. Whilst this is a well-established national data sharing exercise, it is limited in that it is completed bi-annually rather on a more real-time basis. Due to the statutory requirements the Council will continue to participate in this exercise.

2.2 Whilst there are opportunities to use matching services from organisations such as Call Credit and Experian, these are more discrete matching services. There are no other Pan-London specific data sharing arrangements in place comparable to what will be delivered by the 'Hub' and therefore at this time there are limited alternative options available.

3 DETAILS OF THE REPORT

3.1 The national strategy for councils on fighting fraud, 'Fighting Fraud and Corruption Locally' recommends the use of data analytics as a tool for detecting and preventing fraud. Councils are vulnerable to fraudsters claiming discounts on services and local taxation that they are not entitled to, and it is estimated that the cost of fraud to local government is in the region of £2.1bn each year. Fraudsters are constantly revising and sharpening their techniques and local authorities need to do the same. Taking a tougher stance against fraudsters includes using technology to tackle cross boundary and organised fraud and corruption attempts, as well as addressing new risks. The hub has been developed to provide a response to the current and future threat of losses from fraud. The pilot focussed on three types of fraud perpetrated against councils: council tax single person discount fraud, business rates fraud, and council housing fraud.

3.2 The hub serves to increase the local tax base by removing fraudulently claimed discounts and reliefs (e.g. single person discount on council tax, small business rate relief), and, for business rates, additionally identifying property not yet in rating.

3.3 For authorities with housing, the hub will help to identify council housing that is potentially being fraudulently sub-let, making it available for homeless families. Based on the pilot results, in a full year of operation with all 33 boroughs the hub will potentially identify between 1,532 homes (worst case) or 2553 homes (best case). In comparison, in 2017/18 the NFI reported the recovery of 57 homes through its national data matching activity.

3.4 The council already successfully delivers counter fraud work in relation to these areas. These arrangements have successfully helped the authority to identify substantial amounts of fraud, as set out in quarterly reports to the Audit Committee. The hub will provide a further source of leads to follow up, leading in turn to the identification of more fraud.

3.5 **Pilot results**

3.6 The pilot, which was completed by Ealing, Croydon, Camden, and Islington, indicated the following results would be achieved for London:

LCFH - breakdown of extrapolated savings by fraud type (best case) 33 Authorities	**Year 1 Savings**	**Year 1 Valid Alerts**	**Year 2**	**Year 2 Valid Alerts**
Council Tax SPD	£16,398,550	48,437	£8,199,275	24,219
Housing	£10,798,678	2,553	£5,399,339	1277
Business Rates	£4,884,930	1,035	£2,442,465	518
Total	**£32,082,158**		**£16,041,079**	

LCFH - breakdown of extrapolated savings by fraud type (worst case) 33 Authorities	**Year 1 Savings**	**Year 1 Valid Alerts**	**Year 2**	**Year 2 Valid Alerts**
Council Tax SPD	£4,015,730	11,862	£2,007,865	5,931
Housing	£6,479,207	1,532	£3,239,603	766
Business Rates	£4,884,930	1,035	£2,442,465	518
Total	**£15,379,867**		**£7,689,933**	

Notes:
1. Assumes all 33 London local authorities join.
2. All historic cases assumed to be identified in year 1, so year 2 activity is projected at 50% of year 1.
3. Best case and worst case extrapolated from 3 different test exercises – except for business rates where only one set of test results was available.
4. The pilot results came from processing live data, so fraud cases identified are additional to any counter fraud work already carried out by the pilot boroughs, although there was some overlap where fraud cases had been identified by the boroughs but not actioned.
5. Ignores effects of collection fund accounting.

3.7 **Project history**

3.8 The funding for the procurement of the hub came from a grant awarded to the London Borough of Ealing (the lead authority) by the (then) Department for Communities and Local Government (£430,400).

3.9 In 2015 Tower Hamlets signed a Memorandum of Understanding, signed by all London local authorities, making a non-binding commitment to the project.

3.10 The lead authority followed the Competitive Dialogue procurement route. The project commenced in 2014, and in July 2015 the procurement process was launched. By October 2015 following assessment of preliminary submissions three tenderers were selected to proceed. The first round of competitive dialogue took place in January 2016 after initial tender submissions were received. Tenderers were then asked to submit detailed solutions, and this led to a second round of dialogue, following which two bidders were shortlisted and invited to submit their final offers. A final round of competitive dialogue was held, leading to submission of best and final offers in June 2016.

3.11 The evaluation of the bids was carried out by a panel consisting of subject matter experts in areas including fraud, ICT, commercial issues and data management including council officers. The bid from CIPFA Business Ltd was ranked first in the evaluation, based on both the scores for quality and commercial elements.

3.12 The pilot commenced March 2017 and has now successfully concluded with all minimum contract standards achieved. The pilot evaluation report is attached in Appendix [B].

3.13 **Contract arrangements**

3.14 The London Borough of Ealing hosts the contract management team, which is funded through a contract mechanism that top-slices revenues from the contractor's charges.

3.15 An Oversight Board, which currently consists of Finance Directors from the four pilot authorities, has been established with the purpose of reporting on the effectiveness of the hub and providing a joined-up approach between the lead authority and other local authority stakeholders, and the wider stakeholder pool affected by the implementation of the LCFH.

3.16 Joining the LCFH is through a Deed of Adherence, which is also signed by CIPFA and the lead Authority. Once the Deed of Adherence has been entered into the council becomes a party to the Agreement.

3.17 Termination rights can be exercised if the level of performance of the supplier during the service period is below in respect of any Key Performance Indicators.

3.18 Onboarding process is outlined below:

TASKS	Est. Time	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
		Pre Onboarding Tasks			Onboarding		
PA express an interest in joining LCFH	0 Days						
PA Seeks appropriate approval to join LCFH	20 days						
Contract Documentation sent for consideration & Revie	5 days						
PA requests to join LCFH and provides relevant docume	5 days						
PA Project Established	10 days						
Interface between CIPFA and PA Established	7 days						
PA Provides Data in line with Specification	5 days						
CIPFA Review Data Files	10 days						
Data Ingested into Test System & Networks created	40 days						
PA Training	2 days						
PA Testing	10 days						
PA Automation	16 days						
PA Process Changes Implemented	10 days						
New Data Request for Go Live	5 days						
Onboarding Councils set up on Live system	5 days						
Go Live	2 days						

Green line indicates go/no go checkpoint for participation in onboarding window
Red line indicates start of BAE tasks. This is dependent on receipt of data that has been validated to be in the correct format by CIPFA operations team and PA team
Automation preparation tasks can begin prior to end of data ingestion task however test data cannot be created or transferred until all BAE work complete and test build delivered
Pre-Onboading tasks should start a minimum of 3 months prior to the scheduled onboarding window to make sure PA can meet Onboarding deadline

3.19 **Subscription based commercial model**

3.20 The contract originally contained a payment by results commercial model. After listening to councils, this has now been changed to a subscription model.

3.21 The subscription charges will be:

Joining fee (one off, to be paid on signing up) £75,000

Annual Subscription fee based on size: £90,000 (Tier 1 size), £70,000 (Tier 2 size). LBTH are defined as a Tier 1 sized authority.

Discount for authorities with no housing (quantum to be confirmed)

3.22 The GLA makes a direct contribution to paying for the hub in relation to council tax and business rates.

3.23 There is no allowance in the model for new fraud type development funding. Any development will be subject to further agreement with the contractor and additional charges.

3.24 Under the payment by results model, councils had an obligation to process cases promptly. This was a cause of concern for some authorities, and as a result under the subscription model there is no obligation on councils to action cases promptly.

4 EQUALITIES IMPLICATIONS

4.1 Following completion of an initial equalities impact assessment no impact has been identified. A full Equality Impact Assessment (EIA) is therefore not required.

5 OTHER STATUTORY IMPLICATIONS

5.1 Risk Management

5.2 The planned approach has been for an incremental roll-out of the solution across all the London boroughs. This provides an opportunity to iron out any implementation issues before most boroughs join the hub. It will also serve to manage the capacity of the provider for on-boarding all the London Boroughs as effectively as possible.

5.3 Data quality is a key factor in the success of the hub, and it is recognised that, as with all data matching exercises, this will be a potential limitation to the success of the project. However, the feedback provided will enable councils to improve their own data quality, and so in turn will lead to more accurate identification of potentially fraudulent activity as well as ancillary improvements to other services.

5.4 It will be critical that the hub can provide an effective and prioritised list of potential leads. If it cannot then considerable resources will be spent following up cases that do not contain any fraud, and whilst an element of this is inevitable with any data matching tool their success depends on getting this prioritisation right.

5.5 There is a low level of risk to the council as the product has been tested by the pilot authorities and demonstrated to meet the necessary performance standards as well as meeting data security requirements.

5.6 The report sets out that currently the focus of the 'Hub' is limited to three fraud types, and that the current subscription fee does not include any allowance for new fraud type development funding. To remain as 'fit for purpose' solution during the life of the contract, it is expecting that the 'Hub' will require ongoing development, which will come at additional cost to the participating authorities. As yet the mechanism and cost of this development is not defined. It is however fully anticipated that the benefits received from such development will be significantly greater than the costs of development.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 The costs of participation in the hub are based on the subscription model requiring a one-off fee of £75,000 with a subsequent annual fee of £90,000 over the 7 years of the proposed contract. Savings from single person discounts and in relation to business rates issues are cashable although these benefits are achieved through the operation of the Collection Fund. The recovery of tenancies from fraudulently sub-let properties are non-cashable although have a positive impact on the allocation of properties from the Councils waiting list. A notional value adopted by the government to determine the value of such activities has been applied to value this benefit.

6.2 Based on the business case for Tower Hamlets, the scheme can be considered as an invest to save opportunity that recovers its costs through cashable savings in each year of the contract duration. No addition budget provision is therefore required or proposed. There is however a risk that the benefits (both cashable and non-cashable) may not be as great as estimated although they are based on the experience of pilot authorities and do recognise he risk of referrals dropping off after the initial period.

6.3 Staff engaged in counter fraud work will be deployed to at on referrals made and no additional staffing resources are envisaged at this stage.

6.4 Based on the results of the Pilot scheme the potential benefits for Tower Hamlets Council are estimated to be:

- A net saving of £ 658,927 in the first full year of operation
- A net saving of £ 2,590,709 over the life of the contract
- An overall Return on Investment of 367%
- Homes recovered from fraudsters over the life of the contract: 241

7 COMMENTS OF LEGAL SERVICES

7.1 A competitive dialogue procurement procedure was conducted by the London Borough of Ealing that complied with the Public Contracts Regulations 2015 (PCR 2015) and Ealing's Contract Procedure Rules.

7.2 Regulation 38 of the PCR 2015 permits contracting authorities such as the London Borough of Ealing to jointly procure services on behalf of other named contracting authorities. The London Borough Of Tower Hamlets is clearly identified in the advert placed by the London Borough of Ealing as a user of the subsequent contract. Therefore, the procurement run by Ealing satisfies this Council's legal duty to procure generally and regulation 38 specifically.

7.3 This contract will also satisfy this Council's legal Best Value Duty. The award to the contractor was based upon an evaluation of most economically advantageous criteria. Also, as a participant of the hub this Council will have a significant role in the monitoring of outcomes from the contract which will ensure that the objectives of the contract are met.

7.4 This contract is not a Framework for the purposes of the PCR 2015 and therefore it is allowable for the contract period to exceed 4 years without exceptional circumstances.

7.5 The hub has been set up and is operated in a manner that is compliant with the General Data Protection Regulation 2018 and the Data Protection Act 2018.

7.6 There are no immediate legal equalities law issues arising from the decision to join the hub.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix A – Business case for joining the hub
- Appendix B – Pilot evaluation report
- Appendix C – London Counter Fraud Hub overview schematic

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

- NONE

Officer contact details for documents:
Neville Murton (Corporate Director of Resources)

London Counter Fraud Hub Business Case
Tower Hamlets

Summary

Based on the results from the pilot, by signing up to the London Counter Fraud Hub the council will achieve:

- A net saving of £ 658,927 in the first full year of operation
- A net saving of £ 2,590,709 over the life of the contract
- An overall Return on Investment of 367%
- Homes recovered from fraudsters over the life of the contract: 241

Introduction

The London Counter Fraud Hub is one of the London Ventures projects. After an EU tender and two year pilot phase the project is ready to roll out across London.

Councils and third parties share their data in a hub where it is analysed for fraud using advanced data analytics. The councils then get fraud alerts, delivered through a cloud-based case management system so that they can be investigated. The more councils put in data, the more effective the hub is at finding fraud. The hub also learns from the results and gets better at finding fraud.

Testing was carried out by the 4 pilot authorities, Camden, Ealing, Islington, and Croydon. The results of three separate testing exercises were used to extrapolate the full year impact that the hub would have if all 33 authorities in London were onboarded. The results suggest that if all 33 boroughs were to sign up, in the first year of operation London would save a net £15m (worst case) to £30m (best case) and recover 1,500 council homes that are currently illegally sub-let. The fraud types the hub looks for are council tax, business rates, and housing. This range will expand once the hub is up and running.

The hub is supplied by CIPFA, in partnership with BAE Systems. The original contract was based on payment by results, but after listening to the pilots and other councils the hub is now subscription-based. The fees are a £75k one-off joining fee plus an annual subscription of £90k for large authorities (Tier 1) and £70k for small authorities (Tier 2). The GLA also contributes to support the council tax and business rates elements of the hub. The contract length is 7 years, and this is necessary because of the very large investment the contractor has to recoup.

The investment in technology was financed with private sector risk capital, and almost certainly could not have been achieved if councils had been asked to provide the capital themselves in the current financial climate. However, to make the arrangement work commercially 26 of the 33 local authorities in London need to join. It is anticipated that the hub will expand over time to include authorities bordering London, housing associations, and other public sector bodies.

The project has a profile with Cabinet Office and MHCLG and is an opportunity to demonstrate that London is delivering on data sharing and collaboration.

Business Case

Set out on the following page are the anticipated revenues and costs for your borough based on the pilot:

Tower Hamlets

LCFH - breakdown by fraud type	Year 1 £	Year 1 Valid Alerts	Year 2 £	Year 2 Valid Alerts	Total over Contract Life £
Council Tax SPD	-339,683	1,061	-169,842	531	-1,358,733
Housing	-409,867	60	-204,934	30	-1,639,468
Business Rates Charity Rel.	-109,026	5	-54,513	3	-436,105
Business Rates SBRR	-132,936	51	-66,468	25	-531,745
B. Rates – not in rating	N/K	N/K	N/K	N/K	N/K
Total Savings	**-991,513**		**-495,756**		**-3,966,051**
GLA share of council tax	78,059		39,030		312,238
GLA share of business rates	89,526		44,763		358,104
Savings after GLA	**-823,927**		**-411,964**		**-3,295,709**
Costs					
Sign on fee	75,000		0		75,000
Annual Subscription	90,000		90,000		630,000
Discount – no housing	0		0		0
Total CIPFA Cost	**165,000**		**90,000**		**705,000**
Additional investigators	0		0		0
Other internal costs	0		0		0
Total Cost	**165,000**		**90,000**		**705,000**
Net Benefit	**-658,927**		**-321,964**		**-2,590,709**
ROI					**367%**

Notes	
Tier 1 or Tier 2?	1
GLA % Share of council tax?	23%
GLA % Share of business rates?	37%
Discount for no housing?	0%

Sensitivity Analysis

79%	Percentage by which savings can drop and the contract still breaks even
£2,590,708.90	Amount internal costs can reach and the contract still breaks even

Assumptions

Work connected with receiving and investigating alerts is absorbed as business as usual.

Work connected with providing data extracts to the hub is absorbed as business as usual.

Effects of collection fund accounting are ignored.

GLA contributes directly towards the cost of the hub through a separate subscription.

All pilot councils already had counter fraud measures in place including data matching – pilot results are additional.

The projected savings are calculated as follows:

· Business Rates – Not in Rating: although the LCFH identified cases of hereditaments not in rating in the pilot, no savings have been calculated as it is not possible to say what the rateable value would be. However, it should be noted that savings will be achieved in this fraud type.

· Council Tax SPD: the Band D annual value of the SPD in your borough times the number of SPD removals forecast for your borough based on the average proportion identified for removal by the pilot authorities.

· Council tax GLA proportion: the percentage of your borough's Band D council tax that represents the precept collected on behalf of the GLA, based on the most recent published information.

· Business Rates Charity Relief: the average charity relief awarded to a ratepayer in your borough in the most recent published information times the number of Charity Relief removals forecast for your borough based on the average proportion identified for removal by the pilot authorities.

· Business Rates SBRR: the average SBRR awarded to a ratepayer in your borough in the most recent published information times the number of SBRR removals forecast for your borough based on the average proportion identified for removal by the pilot authorities.

· Business Rates GLA proportion: 37% as defined in the business rates devolution pilot for London.

· Housing: the average annual net General Fund cost of a household in temporary accommodation in your borough based on the most recent published information times the number of housing fraud cases forecast for your borough based on the average proportion identified by the pilot authorities. No account has been taken of any internal costs to the council's Housing Revenue Account (e.g. void, redecoration, re-letting).

· Forecast alert numbers: these are based on the sample testing carried out by the 4 pilot authorities using live data during the pilot. Sample sizes were selected to provide a 95% confidence level and a 5% margin for error. The total number of alerts was extrapolated from the tested sample. There were three tests carried out for each fraud type. The averaged results across the three tests were then averaged across all four boroughs to give a composite result that could be used to extrapolate the results for boroughs not participating in the pilot.

· Year 2 alerts are forecast at 50% of year 1 because any historical cases will have been identified, although the hub will continue to improve its detection rates.

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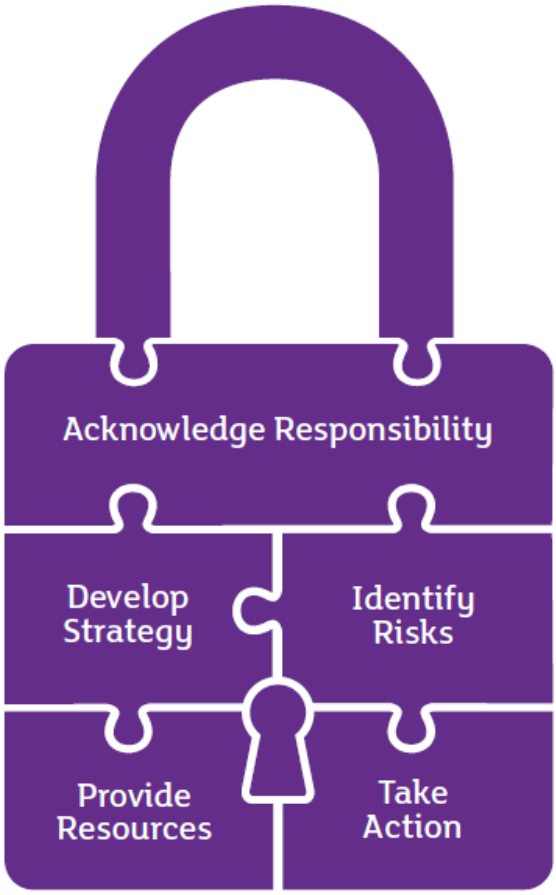
CIPFA The Chartered Institute of Public Finance & Accountancy

London Counter Fraud Hub

Evaluation Report Issue 3.0

16th January 2019



Foreword

The Evaluation report is part of the governance process for taking the LCFH platform towards go live and service. In combination with the User Acceptance Testing and Report it confirms the original vision and intent is correct and that the work conducted by CIPFA and the Pilot Authorities (Ealing, Croydon, Camden and Islington) has provided assurance that the solution is technically viable.

The Evaluation report is targeted at the four Pilot Authorities. Its' original intent was to provide the output of the test phases conducted and also an assessment on Value for Money. However, in recognition that the report will be read more widely than originally anticipated the report has been updated and now includes two sections.

Section A provides background into the LCFH programme and gives an overview of the need for London-wide collaboration on Fraud and also an overview of the system being deployed to provide a refresh to those Authorities that have not been involved through the Pilot.

Section B is the Evaluation Report and provides detailed output from the work conducted to date.

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Section A
Background Information

1 Introduction

Recent studies suggest that UK Local Authorities lose approximately £1.9bn per annum to non-compliance, waste and fraudulent misuse of a variety of benefit schemes. Fiscal pressures and demands for Authority services are increasing, coupled with wide scale adoption of digital channels for service delivery. Against this backdrop, the opportunities for, and incidents of fraud are escalating.

While many Local Authorities have systems in place to detect certain types of fraud through matching systems, organised criminals and fraudsters continue to target public services in increasingly complex ways – the challenge is to stay ahead of the curve. Advancements in fraud detection technology and solutions, and accurate pin-pointing of suspicious behaviours to prevent fraud, present a significant opportunity for innovation and improvement within Local Government.

The insight needed to distinguish fraud from honest behaviour is often hidden across a web of data sets, and uncovering this insight relies on building an intelligent picture of the extended network of information around the citizen. Operationally, there is a growing need to move detection up-stream in order to prevent fraud and to uncover non-compliant behaviour before it becomes a problem.

There is an opportunity to leverage the leading edge thinking pioneered in Insurance, Financial Services and large public sector organisations such as HMRC that tackle fraud and wider criminal activities using large scale data analytics. These industries and bodies use data analytics to identify fraud and criminal large scale fraud networks such as money laundering using leading edge but well proven products delivered by some of the most forward thinking technology companies in the UK.

At the heart of what we need to achieve is collaboration and data sharing. With the data of all 33 London Authorities combined with third part data such as credit reporting we have the opportunity to detect crime across the London geography and wider. Once we have cracked data sharing for the initial fraud types we have a mechanism, process and culture to add further data sets to the data lake and use multiple techniques to find fraud as it is happening. This is the future of LCFH and the prize that is up for grabs.

Counter Fraud Hub

A Proven Solution

- Proven technology, developed by BAE Systems, which has prevented and detected over £3bn in central government and the insurance and banking industries.
- A single place to review all data quickly and consistently, rather than having to operate multiple systems.
- A reduction in false positives resulting in more focused cases of high-risk fraud.
- Access to Open Source resources and, because we are fraud experts, constant refreshes of this.

Adding value for London

- Value added Investigation services to augment current resources
- Access and input into the national picture via CIPFA Counter Fraud Centre Partners to include NCA, NFIB, IFB.

2 The Need For A Counter Fraud Hub

Fraud detection is a paramount concern to the public sector. The threat has grown exponentially as services have shifted towards digital channels with an increased level of business to business integration. The threat landscape is evolving and becoming better financed and criminally organised.

The prevalence of Local Government Fraud has advanced from being amateur and accidental, to becoming organised and well funded. Organised crime groups are investing in resources to exploit the burgeoning opportunities they see in financial crime. To combat fraud, the **Fighting Fraud and Corruption Locally** strategy, has resulted in many positive outcomes. Local Authorities have responded well. Many have already taken practical steps to help identify, remove or reduce potential loopholes and opportunities for fraud. The Strategy advocates using robust systems to prevent fraud occurring, but also recognises benefits through **increased integration of data and use of analytics to support the early detection and future prevention of fraud.**

Fraudsters do not respect boundaries of any type – they attack neighbouring local authorities, other agencies and commit other frauds. Through collaboration and working across boundaries, Local Authorities will be better placed to detect and prevent the range of fraudulent activity carried out by individuals and organised gangs. The Counter Fraud Hub, provided by CIPFA and underpinned by robust core technology offered by BAE Systems, **reduces and eliminates many of the stress points** identified. It delivers actionable insight through an innovative use of data, within a comprehensive understanding of data protection rules, which enables:

Wider data sharing with a collaborative group of London Authorities;
Consistency of process and ease of case management;
Flexibility to tailor the approach to local threats, issues and operating environment in future development.

Beneficiaries of the Hub have an opportunity to enhance and develop their ability to uncover waste and misuse. This can result in the protection of services and finances and help to improve performance in Fraud Detection.

An end-to-end service offering improved outcomes in the detection and prevention of fraud

3 Commitment to a shared vision and partnership

Our vision is to help **prevent, detect, deter and disrupt fraud across London**, to the benefit of all participants, the wider public sector and citizens.

By using cutting-edge technology and a credible, trusted team, LCFH will help to **protect reputations, prevent loss and increase revenues**. The goal has always been to create a single, powerful Counter Fraud Hub which will help to tackle fraud activity across London. The benefits of the solution will extend far wider than counter fraud in isolation.

As an innovative and ambitious initiative, we believe that there is an opportunity to capitalise on the excitement and momentum generated by embedding new innovations in all areas to include:

- **One-Stop Fraud Service** - expanding the scope of the analytics, to create a one-stop service for fraud analysis across London.
- **Expansion of the Hub** - exploiting CIPFA's unique position in the local government and anti-fraud communities to cement buy-in and drive new initiatives.
- **Embrace Technology Innovation -** taking advantage of the advancements in technology being adopted and implemented within the wider supply chain of the private and public sector and bringing them into the Hub.

Expansion of the Hub

The opportunities afforded by the Hub extend far beyond just data sharing. As participating authorities join the Hub, this will provide the ability to:

- **Inform Policy** - identify trends such as Authority-wide hotspots for fraudulent applications, but also for rapid increases in homelessness, and use this to inform evidence-based policy-making.
- **Regional Improvement** - benchmark local authorities against each other, to identify and promote areas of best practice across the whole of London.
- **Collaboration** - develop a community of analysts and investigators across London who can share approaches for identification, prevention, disruption and prosecution.
- **Leading the Field** - ensure the London's counter fraud community is actively and appropriately represented in national discussions and is recognised as a leader in the field.
- **Increase Counter Fraud Services** - set up a local government 'fraud desk,' similar to that in place at the National Fraud Intelligence Bureau.

Expanding fraud types

Over the course of the programme, the number of in-scope fraud types will need to be extended. As the the core of the Hub is able to ingest a wide range of data types, expansion to additional fraud types should not prove problematic, constrained only by the amount of data available to support analysis.

CIPFA supports the recommendation from SLT that future fraud type development should be subject to their own investment cases with prioritisation agreed on a pan-London basis.

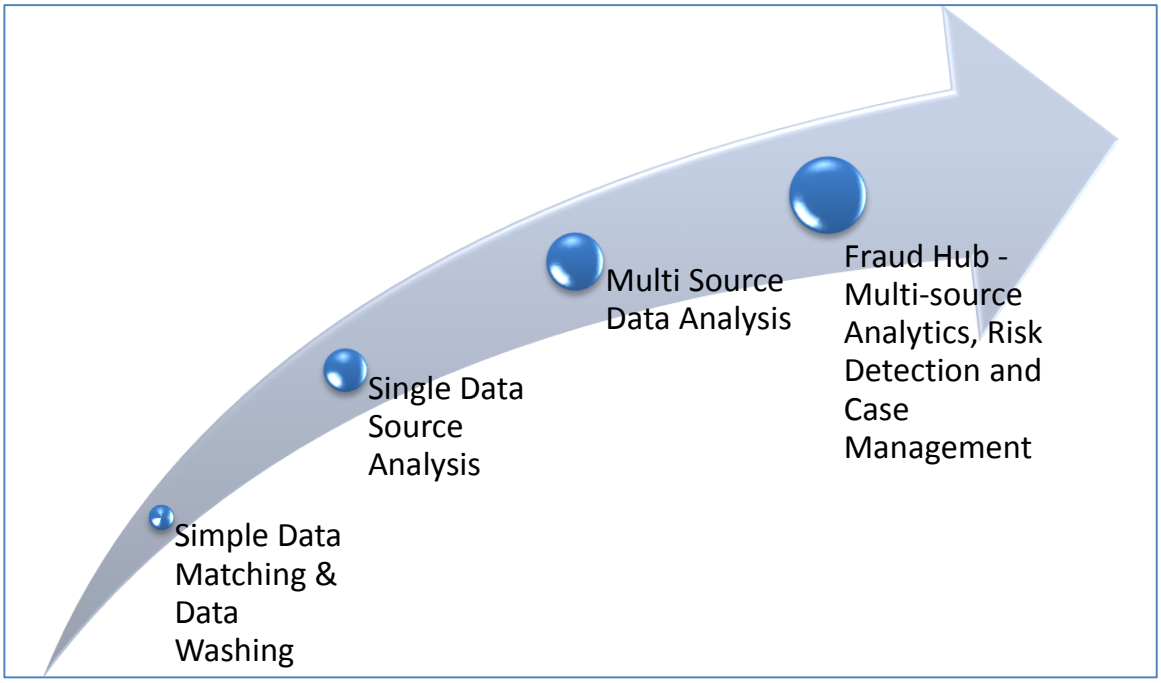
In terms of wider collaboration, the City of London Police (COLP) run the National Fraud Intelligence Bureau (NFIB) and through CIPFA, with the agreement of the Hub to run cases through COLP, and get results back via NFIB, there is the opportunity to help develop the national picture.

Another example of this is the CIPFA relationship with the NCA. The NCA supports the CIPFA survey and therefore the alerts delivered jointly will be provided free at point of use.

4 The Counter Fraud Hub Solution

Fraud and error detection have become more critical for organisations as budgets become tighter, while service demand continues to increase. Every pound lost to fraud and error is a pound which cannot be spent on providing services to the community. In a recent home Office report, "The scale and nature of fraud: a review of the evidence", July 2018, it was highlighted that incidents of recorded fraud continue to rise; increasing by 5% from 2016 – 2017.

The landscape for fraud and error detection capability is extremely varied, with solutions offering a range of sophistication and maturity (as well as a range of price points), as depicted in the diagram below, showing the options available to organisations wishing to respond to the fraud challenge.



Solutions at the simpler, less mature end of the spectrum may include simple data matching (data washes), single source data analytics and small-scale or ad-hoc data sharing. At the more sophisticated and mature end of the spectrum, initiatives can offer ongoing multi-source data analytics, proactive risk detection, rule and behaviour-based risk detection and case management. The CIPFA LCFH solution is one such solution.

The table below outlines the various solutions that Authorities across London are likely to be using and contrasts them with the London Counter Fraud Hub and what it delivers differently.

Solution	Approach	Impact	Benefits	Drawbacks
Simple data matching/data washing	Analysis of a single data source around a single service (e.g. council tax). A matching service is used to enrich data with additional information for validation.	Data Enrichment with added attributes can help to improve decision making.	Large selection of service providers offering specialist services; relatively quick to perform; low cost.	Poor hit rates for fraud detection; no use of analytics to filter out 'low' or 'no risk' events.
Single source data analytics	Analytics on a single data source. Looking for patterns, trends, outliers, etc. Helps prioritise data records to investigate further.	Helps to determine patterns and introduces a risk-based approach to alert prioritisation.	Improved hit rates as compared with data matching; ability to match workload with capacity.	Single source analysis is limited in its ability to create a holistic view of risk and behaviour.
Multi-source data analytics	Combine multiple data sources to create richer data sets for detecting a particular fraud type or building a more complete picture of an entity.	Use multiple data sets to help create a more risk-based approach to detection and prioritisation.	Single view of entities to analyse for risk detection; potential for detection of multiple fraud types in parallel; prioritisation of alerts on a range of data points.	Typically, not embedded into business as usual processes; treated as ad-hoc analysis; typically, no historical analyses.
London Counter Fraud Hub	Combine multiple data sources to create richer data sets for detecting multiple fraud types in parallel, conduct behaviour analysis; build a more complete picture of entities and their networks of relationships.	Use of multiple data sets, including third party data sets for enrichment and validation. Creates a comprehensive holistic view of entities' behaviours and that of their network of associates and related entities.	Comprehensive holistic view with identified risks presented to investigators for rapid triage and decision making. Detection of multiple types of fraud and behaviours in parallel, including analysis of historical data. Employs social network analytics to establish relationships and understand the risk presented by those relationships. Automated detection and alert generation; embedded into business processes to enable maximum exploitation of the capability. Scalable to additional data providers, consortium partners and fraud types.	Potentially longer time to ROI as compared with alternative approaches. May require business change activity in parallel to fully exploit the benefits.

Industry Benchmarking

CIPFA have reviewed current solutions used by financial services and fraud practitioners to ascertain best practice and fraud detection rates. This allows CIPFA to put any results from the LCFH into fair comparison.

The current LA detection rates based upon the use of NFI and other bespoke data matching services achieve a success rate between 3% and 5%. Substantial resources are invested in the review of any output from these solutions to risk assess false positives, as well as any additional cost of data handling and extraction.

The Insurance Sector referral retention rate (the volume of alerts accepted for investigation) is on average between 14% and 16% (60% for the highest risk 'Red' alerts), of which they typically achieve a successful outcome in 40% of cases. Insurance sector investigations are thorough and detailed as the average value of detected fraud in motor insurance is £18k.

The NetReveal product developed by BAE has been recognised as a market leading product for fraud detection and prevention with the following examples of customer reviews:

- BAE Systems a 'Niche Player' of Managed Security Services based on their ability to execute and their completeness of vision. - Gartner Inc.
- BAE Systems NetReveal® financial crime and compliance platform recognised as a "Leader in Link Analysis and Visualisation" - Aite Group.

The London Counter Fraud Hub has the potential to add significant value to the anti-fraud activities at a local and regional level, tackling cross boundary and organised fraud and corruption attempts, as well as addressing new risks. The solution has the capability to cover a wide range of fraud types and address numerous business problems to help target non-compliance, opportunistic evasion and sophisticated organised attacks.

We have started the journey

We have already delivered the foundation steps to creating a London wide Analytics capability that targets fraud but we are on a much bigger journey. With the right focus and evolution of thinking the LCFH can deliver numerous benefits.

Complete/Unique Solution - A truly end-to-end solution

Beyond Data Matching - A powerful solution, combining advanced data matching with intelligent analytics and deep local government and counter fraud expertise, delivered by best-in-class partners who will add value across all areas of the process of preventing and detecting fraud.

Collaborative/Common Risk Register - A common risk register across London, preventing fraud through sharing knowledge, leads and best practice, and leading to earlier detection.

Proven & Effective - Access to technology which has prevented and detected over £3bn in central government and the insurance and banking industries. The service is being operated by counter fraud specialists and local authority-experienced staff.

Increase Accuracy at Scale – By evaluating every individual, provider, or other entity, the solution is able to uncover patterns of relationships and quickly identify previously undetected methods of fraud; fusing and interrogating both internal and available third-party data sources.

Earlier Intervention, Investigation and Resolution – Investigators will become more empowered through intelligent risk prioritisation and the use of intuitive research tools. This will help to simplify incident response and reduce time spent on investigations from weeks to days or hours.

Enables High-Value Detection – Increased efficiency and more effective use of resources will mean that additional time can then be spent on detecting high value organised cross-council fraud, higher POCA claims; while helping to prevent future fraud.

Automated Non-Compliance Assessment – The solution allows cases to be triaged and in turn, identify those assessed as low level or non-compliance. These cases can then be handled by personalised, automated treatments, to further improve the efficiency of London's investigators.

Real-Time Risk Assessment – The solution can operate in real-time at point of transaction or registration; therefore, protecting from threats such as sophisticated repayment frauds.

National Impact – Potential to access and input into the national picture via the Counter Fraud Hub Partners, including NCA, NFIB and IFB.

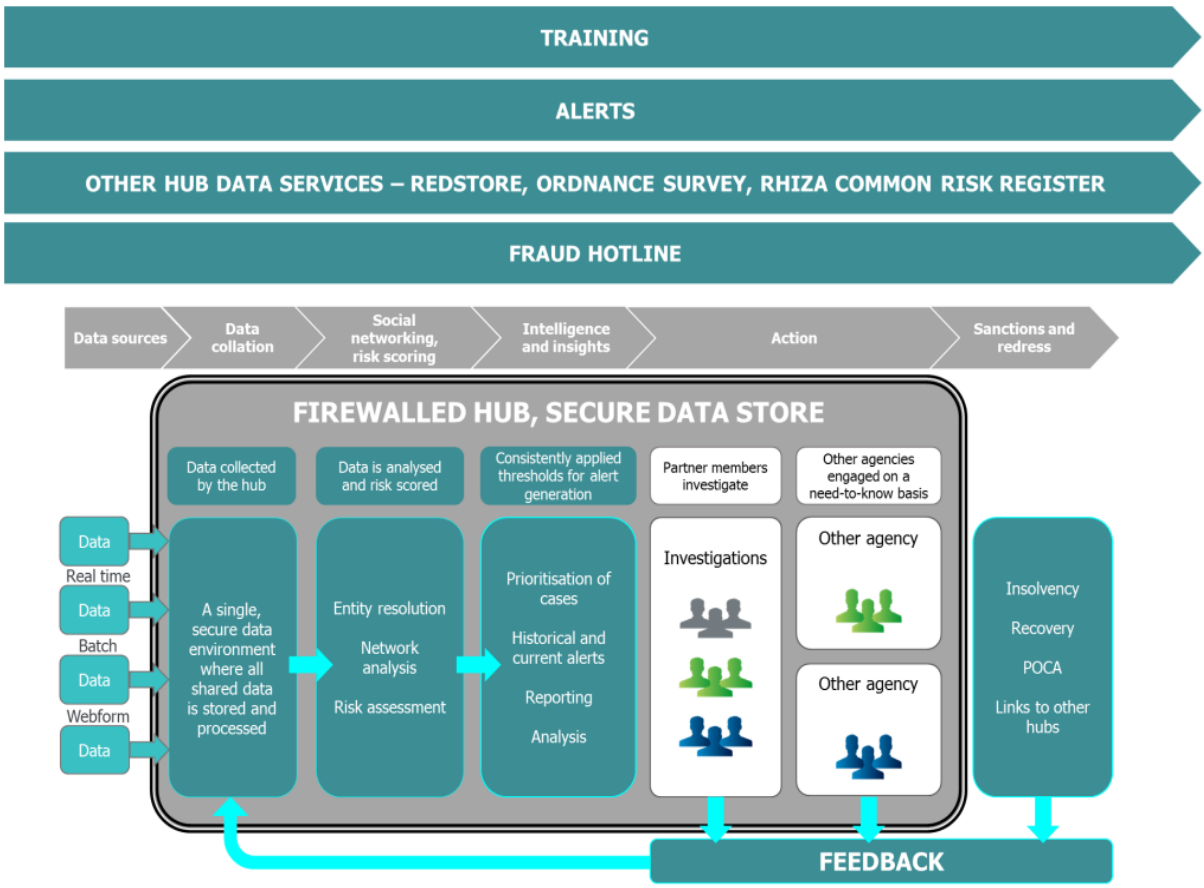
In summary, the London Counter Fraud Hub will help to simplify counter fraud activity, making it easier to focus resources on high risks. It will also provide high quality data and information to take cases forward more efficiently, thereby raising savings, protecting reputations and recovering assets to ensure that fraud does not pay. The prevention aspects of our solution will help authorities stop fraud at the door and has the potential to deliver significant returns on investment.

The Technical Solution

The London Counter Fraud Hub includes the following components.

- **Fraud Hub Engine** - A data integration and analytics solution, NetReveal™, provided by BAE Systems will facilitate data sharing and risk analysis.
- **Enquiries Service** – Provides front line staff the ability to search for risk associated with an entity.
- **Case Management** - Aligned to NetReveal™, a common Case Management tool can be provided which would allow greater collaboration between beneficiaries.
- **External Data Sources** – OS, HALO, Equifax.
- **Training & Education** - Training, policies and best practice guidance for fraud investigators around the Region.
- **Investigation Services** - An optional case investigation service, to provide additional capacity to Local Authorities.

The Counter Fraud Hub solution incorporates the following processes and services:



The Hub will automatically ingest data that has been provided by participating authorities – removing the requirement for manual uploads of files, which can introduce delays, inconsistencies and errors. As data is ingested into the solution, it is enriched with key metadata to provide direct lineage between the Hub's analysis and participants' data sources, and to enable investigators to trace the source of the original data record so that they can review the original source data system as necessary.

Figure 1, below, illustrates the high-level data flow through the Hub analytics engine, and how this generates data for the end user interfaces.

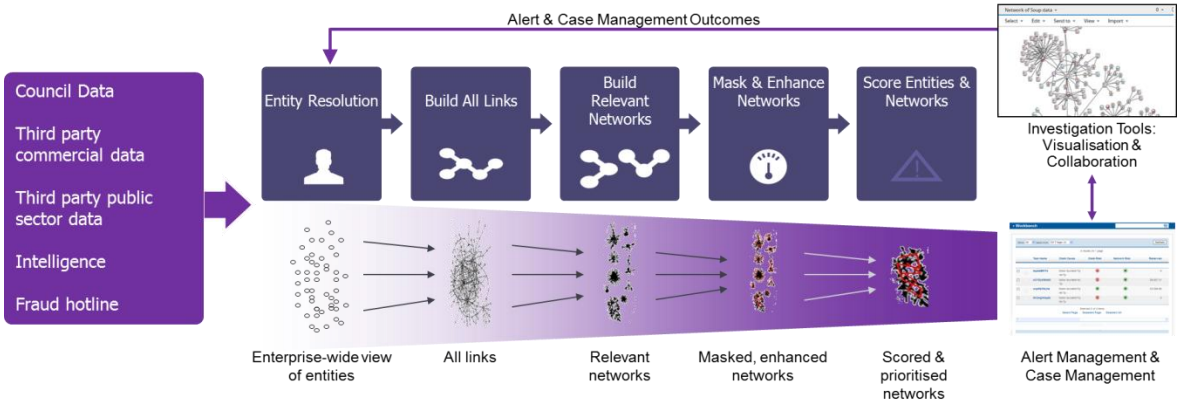


Figure 1 How the Hub's data analytics engine ingests, analyses and presents data

End-users will have a consistent set of interfaces to the data and cases – this will enhance many aspects of the operation, in particular a direct impact on consistency in the presentation and dissemination of information, and training more focused on achieving results than operating many different tools.

Access to the data is through a solution engineered for compliance with data protection regulations and is enhanced by a service wrapper which can include direct hotline support and optional investigative services.

5 Evolution and Innovation

The fraud types managed initially within the Counter Fraud Hub will create the foundations for robust policies, processes and technology. This will grow, adding additional fraud types and more participating authorities.

However, the long-term benefits of LCFH can go far beyond countering fraud across the region. There are many by-products, outcomes and other services within London that could benefit from our innovative approach; helping to improve services beyond counter fraud and having a positive impact on the lives of communities across the region.

We see the LCFH crossing multiple geographic boundaries – aligned to the fact that fraud also crosses geographical boundaries. Our solution is able to link to additional datasets to widen the net, making more connections and uncovering more fraud, to a point where the service itself becomes the deterrent.

CIPFA is at the fore-front of the anti-fraud movement, from the establishment of the Counter Fraud Centre, to the advisory activities undertaken to National and Local government organisations.

Section B
Evaluation Report

1 Executive Summary

The results obtained throughout the development and testing of LCFH over the past 12 months show:

- LCFH Platform technically performs and can ingest and combine data from multiple London Authorities
- It benchmarks well in terms of fraud detection rates having matched or surpassed current solutions used across London but with the additional benefit LCFH is always on and always ingesting data, it's not a once a year activity
- Delivers a compelling commercial outcome for authorities in terms of return on investment, with even worst case predictions showing a payback in year 1. The value for London as a whole is between £15M and £32M per annum based on worst and best case scenarios that have been calculated on the back of the test results of just the first three fraud types
- Delivers a platform we can build on as we start to understand the data available across London as a whole. This could be the basis for data sharing well beyond fraud to allow London wide analysis and reporting. It should be seen as an asset for London that can be exploited in myriad ways over the coming years
- Delivers a leading edge solution that is already proven for fraud detection at a fraction of the cost of each London Authority trying to deliver this step change individually.

LCFH has had a difficult two years of pulling together data sources from four separate Pilot Authorities (PAs) but has successfully created a standard for data sharing, worked with the PAs to extract the data and delivered a platform that can ingest the data and build a network model to look for fraud and anomalies. This is a great achievement that sets the foundations for the future. It has taken effort from all parties and we shouldn't underestimate the achievement. There is ongoing work in this area and the opportunity to set and align national standards working with bodies such as CIPFA but also embryonic organisations such as the London Office of Data Analytics (LODA).

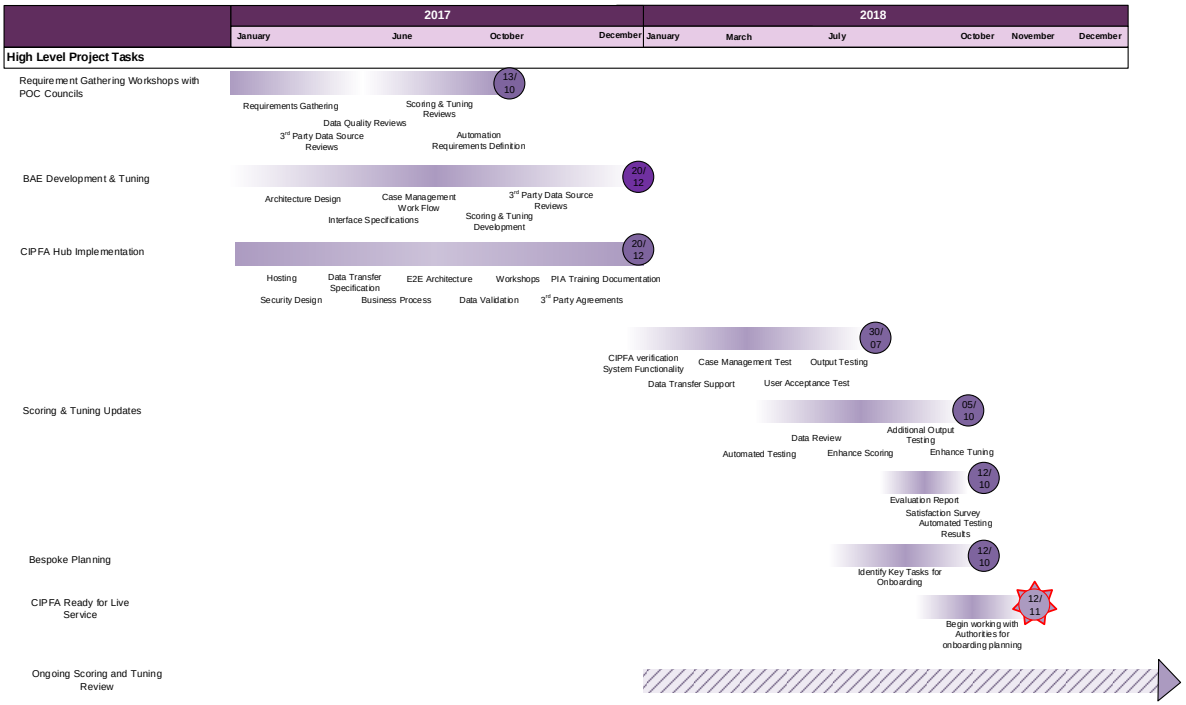
In addition to the collaboration that has taken place to deliver the technology component, we are also now looking at the commercial model that best fits London, allowing Authorities more freedom to exploit the platform as needed and giving full control over the future development. There is also a joint driver to improve on the Value for Money proposition by moving from a PbR model to a fixed yearly fee ensuring London is again in complete control of the solution and where it goes in the future.

2 A Brief History

The LCFH Project was established to stand up the services offered as part of CIPFA Counter Fraud Hub. In conjunction with Ealing, the Lead Authority, a detailed plan was created with key deliverables and milestone.

The project is broken down into several phases including a Proof of Concept (POC), Industrialisation (Develop and test) and Onboarding. The onboarding phase includes working with each of the onboarding authorities to plan the implementation of LCFH and includes a continuous improvement cycle.

A critical success factor of the project was the involvement of the POC Authorities throughout the entire project lifecycle, from requirements gathering to testing. POC Authority representatives helped define the indicators and scoring rules and later, performed user and output testing that will feed into the continuous cycle of improvement throughout the lifetime of the service.



Key Achievements

The key premise of the LCFH Solution is dependent on the sharing of data not only from the local authorities, but from 3rd party data providers. This solution required buy-in from all participants and a willingness to work with the CIPFA and BAE teams thoughout the development and test phase to provide the data extracts necessary to start building a picture of the potential fraud happening across the London Authorities.

An example of some of the key achievements are:

- Each POC authority entering into a Data Sharing Agreement that not only allowed their data to be used in the detection and prevention of fraud within their own Authority, but that the data could be used by LCFH to identify potential fraud across Authority boundaries
- New Privacy Impact Assessments created and agreed across all POC authorities to provide assurance that the data would be controlled and secure per local authority guidelines
- ICT teams in each POC authority working with the CIPFA team to extract the data in an agreed format and work together to identify any format or data issues that could prevent the local authority data being used to create alerts
- Working with SMEs in each POC, jointly agree between all teams the data elements necessary to create a new extract for Business Rates
- 3rd party data providers agreed to provide data for our POC phase in order to enable the creation of alerts for review during workshops and test
- Collective agreement across all SMEs on requirements for building LCFH where agreement was reached as a whole rather than at an individual local authority level
- Extremely high level of participation and willingness to travel to workshops and testing despite other commitments

3 Workshops and system testing

The London Counter Fraud Hub (LCFH) project followed a standard system development cycle for the creation, configuration, tuning and testing of a product designed by local authorities, for local authorities. Tasks were split into several workstreams and included:

- Solution Design
- Solution Configuration
- System Tuning
- Assessment Workshops
- User Acceptance Testing (UAT)
- Off Site Testing

Test phases were split between the users acceptance of a product against the design specification and the quality of the output produced.

For testing phases, outcomes could be categorised in the following manner:

Accepted (Valid Alert)	An alert that has been reviewed against Authority systems and considered suitable for investigation.
Rejected (Valid Alert)	An alert that has been reviewed against Authority systems and considered unsuitable for investigation due to: • The Authority is already aware of the information • The Authority is already investigating the matter • The alert was generated due to poor Authority data provided
Rejected (Invalid Alert)	An alert that has been reviewed against Authority systems and considered unsuitable for investigation due to: • Incorrect names/addresses being linked (Entity resolution issues) • Incorrect linking of third party data to and individual/address • The alert is not an indicator of fraud
Defect	The system is not working as designed and no review of an alert can be carried out.

Solution Design

Solution design workshops were attended by a selection of service matter experts (SME's) from key business areas across the Authority where fraud may be prevelant. The objective was to discuss how fraud was being perpetrated, how it could be identified using available data, how advanced analytics could be used to improve the quality of output and how Authorities would like the output presented to them in a user interface.

Solution Configuration

The purpose of the solution configuration workshops was to show SME's how the solution networks were built, using pre defined indicators and scorecards, along with the agreed scoring thresholds and appropriate logic created as part of the solution design. This was also an opportunity to discuss cold-listing and possible improvements in network linking and Visualizer configuration.

System Tuning

The purpose of the system tuning workshop was to allow counter-fraud SME's to review examples of alerts generated as part of the pre defined indicators and scorecards, along with the agreed scoring thresholds and appropriate logic. SME's provided feedback on quality and relevance of these alerts and the workshop concluded with a discussion on possible improvements to indicator scoring, thresholds, data cleansing and cold listing.

Assessment Workshops

Conducted in October 2017, fraud SMEs were invited to assessment workshops and to bring their work laptops, with access to any source systems needed with a view to making an initial decision on the acceptance or rejection of an alert, also known as Triage.

SME's were asked to record the outcome of their reviews to assist in measuring performance, as well as provide examples of alerts where further system improvements were required.

User Acceptance Testing (UAT)

User acceptance testing (UAT) was carried out in May 2018 and consisted of a process of verifying that the solution worked for the user. This took place in a controlled environment, led by a Test Manager and a lead SME and ensured that test plans were followed, test cases were executed correctly, results were documented, and any errors or defects were reported and fixed in the timeframe allowed.

During UAT a number of test plans are executed to confirm functionality of the system was performing as designed, in line with what would occur in real-life scenarios. UAT acts as a final verification of the required business functionality and proper functioning of the system, however also allowed for further testing of alerts for quality and validity. The results of UAT testing (test plans) and further quality checks can be found in this document.

Off Site Testing

At the request of participating authorites, an additional test phase was added to the project allowing further testing of alerts produced by the NetReveal solution to review quality. Participating authorities recorded the results of these tests and outcomes are detailed below.

4 Assessment Workshop

The purpose of this workshops was to review the progress of the London Counter Fraud Hub (LCFH) solution for the Proof of Concept (POC), including the data used for analytics purposes, output produced as a result of fraud indicators, and the scoring used to generate these outputs.

Camden						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	18	41%	1	13%	21	43%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	26	59%	7	88%	28	57%
Total	44	100%	8	100%	49	100%

Croydon						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	7	18%	1	10%	22	49%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	32	82%	9	90%	23	51%
Total	39	100%	10	100%	45	100%

Ealing						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	8	22%	8	36%	22	56%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	29	78%	14	64%	17	44%
Total	37	100%	22	100%	39	100%

Islington						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	17	53%	12	38%	27	48%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	15	47%	20	63%	29	52%
Total	32	100%	32	100%	56	100%

Housing Alerts	Number Tested	Valid	Not Valid
Camden	44	41%	59%
Croydon	39	18%	82%
Ealing	37	22%	78%
Islington	32	53%	47%
	Average	33%	67%

Business Rates Alerts	Number Tested	Valid	Not Valid
Camden	8	13%	88%
Croydon	10	10%	90%
Ealing	22	36%	64%
Islington	32	38%	63%
	Average	24%	76%

Council Tax Alerts	Number Tested	Valid	Not Valid
Camden	49	43%	57%
Croydon	45	49%	51%
Ealing	39	56%	44%
Islington	56	48%	52%
	Average	49%	51%

5 User Acceptance Testing (UAT)

Although the primary function of UAT was to verifying all aspects of the solution worked as designed, this provided for a further opportunity to review the quality of alerts generated.

It should be noted that not all fraud types could be tested for each Authority due to either a lack of Authority resource or insufficient alerts generated for this phase of testing.

Camden						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	30	33%	5	71%	10	30%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	60	67%	2	29%	23	70%
Total	90	100%	7	100%	33	100%
Defects	20		0		1	

Croydon						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	13	76%	0	0%	5	83%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	4	24%	2	100%	1	17%
Total	17	100%	2	100%	6	100%
Defects	0		6		0	

Ealing						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	36	63%	6	43%	0	0%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	21	37%	8	57%	0	0%
Total	57	100%	14	100%	0	0%
Defects	14		4		0	

Islington						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	19	27%	6	100%	22	27%
Rejected (Valid Alert)	0	0%	0	0%	0	0%
Rejected (Invalid Alert)	51	73%	0	0%	60	73%
Total	70	100%	6	100%	82	100%
Defects	15		4		26	

Housing Alerts	Number Tested	Valid	Not Valid
Camden	90	33%	67%
Croydon	17	76%	24%
Ealing	57	63%	37%
Islington	70	27%	73%
	Average	50%	50%

Business Rates Alerts	Number Tested	Valid	Not Valid
Camden	7	71%	29%
Croydon	2	0%	100%
Ealing	14	43%	57%
Islington	6	100%	0%
	Average	54%	46%

Council Tax Alerts	Number Tested	Valid	Not Valid
Camden	33	30%	70%
Croydon	6	83%	17%
Ealing	0	0%	0%
Islington	82	27%	73%
	Average	35%	40%

6 Off Site Testing

At the request of participating authorites, CIPFA provided each with a random sample of alerts (randomisation methodology agreed by the lead authority) that had been generated after defects identified during UAT had been resolved.

Results are as follows:

Camden						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	4	20%	9	45%	4	20%
Rejected (Valid Alert)	11	55%	0	0%	2	10%
Rejected (Invalid Alert)	5	25%	11	55%	14	70%
Total	20	100%	20	100%	20	100%
Not Tested	0		0		0	

Croydon						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	2	18%	6	30%	0	0%
Rejected (Valid Alert)	7	64%	0	0%	0	0%
Rejected (Invalid Alert)	2	18%	14	70%	0	0%
Total	11	100%	20	100%	0	0%
Not Tested	9		0		0	

Ealing						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	0	0%	8	40%	5	25%
Rejected (Valid Alert)	7	35%	3	15%	3	15%
Rejected (Invalid Alert)	13	65%	9	45%	12	60%
Total	20	100%	20	100%	20	100%
Not Tested	0		0		0	

Islington						
Test Outcome	**Housing**		**Business Rates**		**Council Tax**	
Accepted (Valid Alert)	0	0%	7	35%	0	0%
Rejected (Valid Alert)	15	75%	0	0%	0	0%
Rejected (Invalid Alert)	5	25%	13	65%	9	100%
Total	20	100%	20	100%	9	100%
Not Tested	0		0		0	

Housing Alerts	Number Tested	Valid	Not Valid
Camden	20	75%	25%
Croydon	11	82%	18%
Ealing	20	35%	65%
Islington	20	75%	25%
	Average	67%	33%

Business Rates Alerts	Number Tested	Valid	Not Valid
Camden	20	45%	55%
Croydon	20	30%	70%
Ealing	20	55%	45%
Islington	20	35%	65%
	Average	41%	59%

Council Tax Alerts	Number Tested	Valid	Not Valid
Camden	20	30%	70%
Croydon	0	0%	0%
Ealing	20	40%	60%
Islington	9	0%	100%
	Average	23%	77%

7 Comparison

The following tables show a comparison between the results achieved during the different test phases:

	workshops		UAT Testing		Off Site Testing	
Housing	Number reviewed	Valid	Number reviewed	Valid	Number reviewed	Valid
Camden	44	41%	90	33%	20	75%
Croydon	39	18%	17	76%	11	82%
Ealing	37	22%	57	63%	20	35%
Islington	32	53%	70	27%	20	75%
Average	Average	33%	Average	50%	Average	67%

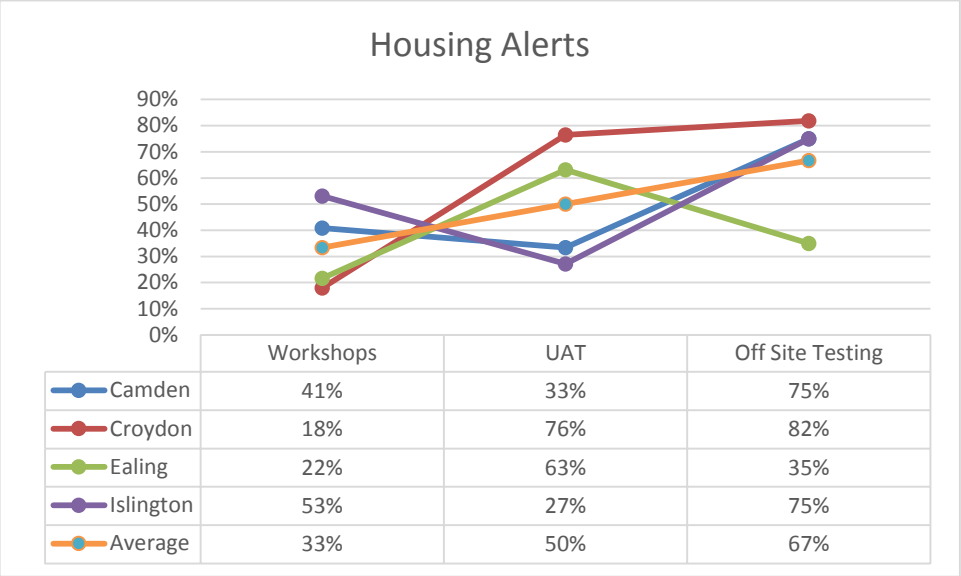
	workshops		UAT Testing		Off Site Testing	
Business Rates	Number reviewed	Valid	Number reviewed	Valid	Number reviewed	Valid
Camden	8	13%	7	71%	20	45%
Croydon	10	10%	2	0%	20	30%
Ealing	22	36%	14	43%	20	55%
Islington	32	38%	6	100%	20	35%
	Average	24%	Average	54%	Average	41%

	workshops		UAT Testing		Off Site Testing	
Council Tax	Number reviewed	Valid	Number reviewed	Valid	Number reviewed	Valid
Camden	49	43%	33	30%	20	30%
Croydon	45	49%	6	83%	0	n/a
Ealing	39	56%	0	n/a	20	40%
Islington	56	48%	82	27%	9	0%
	Average	49%	Average	47%	Average	23%

Housing	Camden	Croydon	Ealing	Islington	Average
Workshops	41%	18%	22%	53%	33%
UAT	33%	76%	63%	27%	50%
Off Site Testing	75%	82%	35%	75%	67%

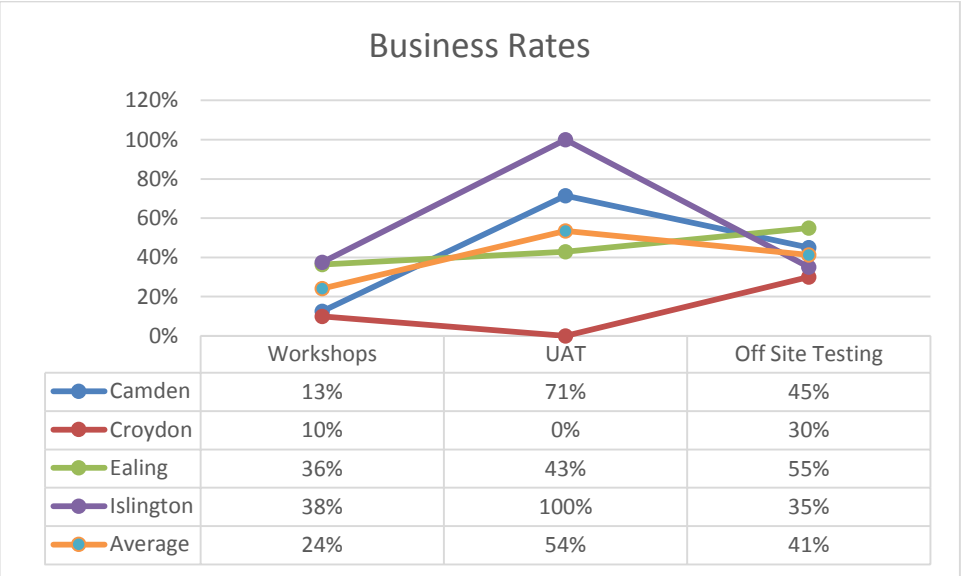
Business Rates	Camden	Croydon	Ealing	Islington	Average
Workshops	13%	10%	36%	38%	24%
UAT	71%	0%	43%	100%	54%
Off Site Testing	45%	30%	55%	35%	41%

Council Tax	Camden	Croydon	Ealing	Islington	Average
Workshops	43%	49%	56%	48%	49%
UAT	30%	83%	n/a	27%	47%
Off Site Testing	30%	n/a	40%	0%	23%



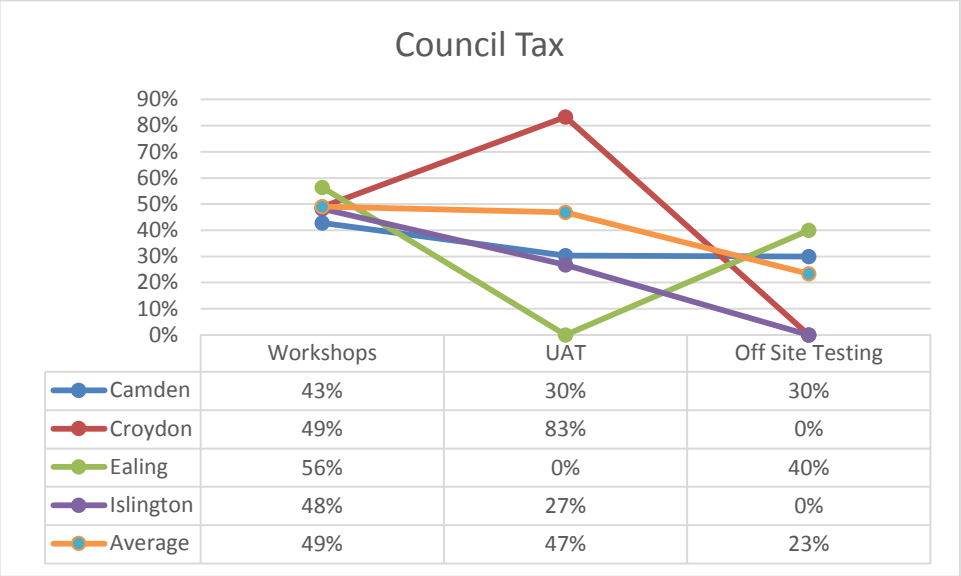
	Workshops	UAT	Off Site Testing
Camden	41%	33%	75%
Croydon	18%	76%	82%
Ealing	22%	63%	35%
Islington	53%	27%	75%
Average	33%	50%	67%

There has been a consistent improvement in the volume of housing alerts reported as valid from an average of 33% during initial workshops to 67% during off site testing. Three of the four participating authorities reported a better than average valid alert rate with one experiencing a drop in output quality.



	Workshops	UAT	Off Site Testing
Camden	13%	71%	45%
Croydon	10%	0%	30%
Ealing	36%	43%	55%
Islington	38%	100%	35%
Average	24%	54%	41%

There has been a measured improvement in the volume of business rate alerts reported as valid from an average of 33% during initial workshops to 41% during off site testing. UAT All four participating authorities reported a valid alert rate higher that the average experienced during the initial workshops.



	Workshops	UAT	Off Site Testing
Camden	43%	30%	30%
Croydon	49%	83%	0%
Ealing	56%	0%	40%
Islington	48%	27%	0%
Average	49%	47%	23%

Whilst there was a consistent result in the volume of business rate alerts reported as valid during workshops and UAT (almost 50%), the results from off site testing reported only 23%. This was due to poor results from one authority who tested less than half of their sample and experienced entity resolution errors.

8 Value For Money

Introduction

Value for money calculations in this evaluation report were compiled by the lead authority (Ealing Council) using information obtained duing pilot test phases and data provided by pilot authorities or available in the public domain.

Some things to be aware of include:

1. The pilot phase of the LCFH focussed on three fraud types:
    - Council tax single person discount (SPD)
    - Housing
    - Business Rates

2. Testing was carried out by four pilot authorities:
    - Camden
    - Croydon
    - Ealing
    - Islington

3. The results were calculated on the outcome of three test phases:
    - Workshops
    - User Acceptance Testing
    - Off Site Testing

4. The results of test phases were used to extrapolate the full year impact that the hub would achieve if all 33 authorities in London were included

5. The pilot results came from processing live data, so fraud cases identified are additional to any counter fraud work already carried out by the pilot Authorities, although there was some overlap where fraud cases had been identified by the Authorities but not actioned.

6. The evaluation information for Council Tax in this report is based on the following assumptions:
    - Projections assume that all London authorities will join the LCFH
    - All figure are based on a full year of operation
    - Testing results are averaged across four pilot authorities
    - Financial figures are based on the original contract pricing model, although an alternative subscription model is being considered.
    - All costs are based on the acceptance of alerts only and do not include the cost of investigations carried out by CIPFA
    - Year 2 volumes will reduced by 50% on the assumption all historic cases are dealt with in Year 1

Headline Summary

Results showed that under the current payment by results (PBR) model, authorities would save between £15m and £32m in the first year and in addition, recover 1,500 to 2,500 council homes currently being illegally sublet.

LCFH - extrapolated total full year savings for London	Year 1	Year 2
Best case	£32,082,158	£16,041,079
Worst case	£15,379,867	£7,689,933

Below is a breakdown of savings by fraud type:

Best Case

Fraud type	Year 1 Savings	Year 1 Valid Alerts	Year 2 Savings	Year 2 Valid Alerts
Council Tax SPD	£16,398,550	48,437	£8,199,275	24,219
Housing	£10,798,678	2,553	£5,399,339	1,277
Business Rates	£4,884,930	1,035	£2,442,465	518
Total	**£32,082,158**		**£16,041,079**	

Worst Case

Fraud type	Year 1 Savings	Year 1 Valid Alerts	Year 2 Savings	Year 2 Valid Alerts
Council Tax SPD	£4,015,730	11,862	£2,007,865	5,931
Housing	£6,479,207	1,532	£3,239,603	766
Business Rates	£4,884,930	1,035	£2,442,465	518
Total	**£15,379,867**		**£7,689,933**	

The cost for London in the first year, based on the current PBR model would be between £650k and £1.12m, an average Return on Investment (ROI) of 2,600%

Cipfa charges full year for London	Year 1	Year 2
Best case	£1,123,874	£561,937
Worst case	£656,666	£328,333

It should be noted that over the course of the LCFH contract and under the PBR model, the number of fraud types will be expanded, subject to investment cases approved and prioritised by SLT.

Detailed Summary

Council Tax

VFM Indicators extrapolated from pilot results	YEAR 1		YEAR 2+	
	Best Case	Worst Case	Best Case	Worst Case
Average percentage of total taxpayers with SPD for which alerts generated	9.68%	6.90%	4.84%	3.45%
Average percentage of alerts generated accepted as fraud cases	49%	23%	49%	23%
Alerts accepted as percentage of total taxpayers with SPD	4.6%	1.1%	4.6%	1.1%
Average value of total saving (£)	713,834	227,922	356,917	113,961
Lowest total saving (£)	19,325	4,732	9,662	2,366
Highest total saving (£)	877,856	214,972	438,928	107,486
Unit CIPFA price (£)	43	43	43	43
Average value of CIPFA cost (£)	63,115	15,456	31,558	7,728
Lowest CIPFA cost (£)	3,569	874	1,785	437
Highest CIPFA cost (£)	96,856	23,718	48,428	11,859
Total savings for London (£)	16,398,550	4,015,730	8,199,275	2,007,865
Total CIPFA cost for London (£)	2,082,810	510,045	1,041,405	255,023
Net saving for London (£)	14,315,741	3,505,685	7,157,870	1,752,843
Average authority ROI	687%	687%	687%	687%

Projected Year 1 results

	Lowest Alert Accept Rate					Highest Alert Accept Rate				
Borough	SPD Removals	SPD Saving - (£)	Cipfa Cost at £43 per case (£)	Net Saving (£)	ROI	SPD Removals	SPD Saving - (£)	Cipfa Cost at £43 per case (£)	Net Saving (£)	ROI
Barking & Dagenham	247	87,020	10,601	76,418	721%	1,007	355,352	43,291	312,061	721%
Barnet	480	172,311	20,657	151,654	734%	1,962	703,646	84,356	619,290	734%
Bexley	336	127,901	14,433	113,468	786%	1,371	522,295	58,939	463,355	786%
Brent	373	133,073	16,060	117,013	729%	1,525	543,414	65,583	477,831	729%
Bromley	486	169,384	20,899	148,485	710%	1,985	691,693	85,343	606,350	710%
Camden	410	145,342	17,633	127,710	724%	1,675	593,518	72,005	521,513	724%
City of London	20	4,732	874	3,858	441%	83	19,325	3,569	15,755	441%
Croydon	552	214,972	23,718	191,254	806%	2,252	877,856	96,856	781,000	806%
Ealing	346	117,707	14,874	102,833	691%	1,413	480,666	60,739	419,927	691%
Enfield	442	163,608	18,998	144,610	761%	1,804	668,107	77,579	590,528	761%
Greenwich	417	140,871	17,933	122,938	686%	1,703	575,259	73,233	502,027	686%
Hackney	434	144,312	18,677	125,635	673%	1,774	589,310	76,269	513,041	673%
Hammersmith & Fulham	319	80,498	13,738	66,760	486%	1,305	328,718	56,100	272,618	486%
Haringey	389	148,172	16,720	131,452	786%	1,588	605,073	68,277	536,796	786%
Harrow	222	90,499	9,563	80,936	846%	908	369,559	39,052	330,507	846%
Havering	348	139,052	14,969	124,082	829%	1,422	567,829	61,128	506,701	829%
Hillingdon	327	113,770	14,048	99,722	710%	1,334	464,590	57,367	407,223	710%
Hounslow	307	107,615	13,194	94,421	716%	1,253	439,456	53,880	385,576	716%
Islington	383	129,299	16,460	112,839	686%	1,563	528,003	67,218	460,785	686%
Kensington & Chelsea	328	88,381	14,102	74,279	527%	1,339	360,911	57,588	303,323	527%
Kingston-upon-Thames	193	84,659	8,285	76,374	922%	787	345,713	33,834	311,879	922%
Lambeth	522	170,914	22,435	148,479	662%	2,131	697,940	91,614	606,326	662%
Lewisham	526	188,921	22,602	166,319	736%	2,146	771,473	92,296	679,177	736%
Merton	230	81,644	9,891	71,753	725%	939	333,400	40,391	293,008	725%
Newham	342	106,462	14,713	91,749	624%	1,397	434,748	60,083	374,665	624%
Redbridge	265	97,670	11,381	86,289	758%	1,081	398,843	46,475	352,368	758%
Richmond-upon-Thames	250	102,385	10,748	91,637	853%	1,021	418,097	43,888	374,209	853%
Southwark	507	159,424	21,818	137,606	631%	2,072	651,020	89,094	561,926	631%
Sutton	276	105,961	11,847	94,113	794%	1,125	432,699	48,380	384,319	794%
Tower Hamlets	393	122,599	16,913	105,686	625%	1,606	500,642	69,064	431,578	625%
Waltham Forest	330	126,980	14,201	112,779	794%	1,349	518,532	57,990	460,543	794%
Wandsworth	447	78,194	19,212	58,981	307%	1,825	319,310	78,455	240,855	307%
Westminster	415	71,397	17,846	53,552	300%	1,695	291,556	72,874	218,682	300%
LONDON	**11,862**	**4,015,730**	**510,045**	**3,505,685**	**687%**	**48,437**	**16,398,550**	**2,082,810**	**14,315,741**	**687%**

Projected Year 2 results										
	Lowest Alert Accept Rate					Highest Alert Accept Rate				
Borough	SPD Removals	SPD Saving - (£)	Cipfa Cost at £43 per case (£)	Net Saving (£)	ROI	SPD Removals	SPD Saving - (£)	Cipfa Cost at £43 per case (£)	Net Saving (£)	ROI
Barking & Dagenham	123	43,510	5,301	38,209	721%	503	177,676	21,646	156,030	721%
Barnet	240	86,156	10,329	75,827	734%	981	351,823	42,178	309,645	734%
Bexley	168	63,951	7,217	56,734	786%	685	261,147	29,470	231,678	786%
Brent	187	66,537	8,030	58,506	729%	763	271,707	32,791	238,916	729%
Bromley	243	84,692	10,450	74,243	710%	992	345,847	42,671	303,175	710%
Camden	205	72,671	8,816	63,855	724%	837	296,759	36,002	260,756	724%
City of London	10	2,366	437	1,929	441%	42	9,662	1,785	7,878	441%
Croydon	276	107,486	11,859	95,627	806%	1,126	438,928	48,428	390,500	806%
Ealing	173	58,853	7,437	51,417	691%	706	240,333	30,369	209,963	691%
Enfield	221	81,804	9,499	72,305	761%	902	334,053	38,790	295,264	761%
Greenwich	209	70,436	8,967	61,469	686%	852	287,630	36,616	251,013	686%
Hackney	217	72,156	9,339	62,818	673%	887	294,655	38,135	256,520	673%
Hammersmith & Fulham	160	40,249	6,869	33,380	486%	652	164,359	28,050	136,309	486%
Haringey	194	74,086	8,360	65,726	786%	794	302,536	34,138	268,398	786%
Harrow	111	45,249	4,782	40,468	846%	454	184,780	19,526	165,254	846%
Havering	174	69,526	7,485	62,041	829%	711	283,914	30,564	253,350	829%
Hillingdon	163	56,885	7,024	49,861	710%	667	232,295	28,684	203,611	710%
Hounslow	153	53,808	6,597	47,211	716%	627	219,728	26,940	192,788	716%
Islington	191	64,649	8,230	56,419	686%	782	264,001	33,609	230,392	686%
Kensington & Chelsea	164	44,191	7,051	37,139	527%	670	180,456	28,794	151,661	527%
Kingston-upon-Thames	96	42,330	4,143	38,187	922%	393	172,856	16,917	155,939	922%
Lambeth	261	85,457	11,217	74,240	662%	1,065	348,970	45,807	303,163	662%
Lewisham	263	94,460	11,301	83,160	736%	1,073	385,736	46,148	339,589	736%
Merton	115	40,822	4,946	35,876	725%	470	166,700	20,196	146,504	725%
Newham	171	53,231	7,357	45,875	624%	699	217,374	30,041	187,332	624%
Redbridge	132	48,835	5,690	43,144	758%	540	199,421	23,237	176,184	758%
Richmond-upon-Thames	125	51,192	5,374	45,819	853%	510	209,048	21,944	187,104	853%
Southwark	254	79,712	10,909	68,803	631%	1,036	325,510	44,547	280,963	631%
Sutton	138	52,980	5,924	47,057	794%	563	216,349	24,190	192,160	794%
Tower Hamlets	197	61,299	8,456	52,843	625%	803	250,321	34,532	215,789	625%
Waltham Forest	165	63,490	7,100	56,390	794%	674	259,266	28,995	230,271	794%
Wandsworth	223	39,097	9,606	29,491	307%	912	159,655	39,227	120,428	307%
Westminster	208	35,699	8,923	26,776	300%	847	145,778	36,437	109,341	300%
LONDON	**5,931**	**2,007,865**	**255,023**	**1,752,843**	**687%**	**24,219**	**8,199,275**	**1,041,405**	**7,157,870**	**687%**

Comparative analysis

The LCFH performed on a par with other solutions in identifying fraud cases. The Hub offers the ability to automate the processing of SPD cases by interfacing directly with an authority's council tax system. This is not typical of other solutions, although at least one supplier offers a service that manually inputs all information. The unit cost at £43 is higher than the unit cost of other suppliers, which are in the range £8 to £16. This anomaly is explained by the automation offer, saving valuable Authority resources and time. The automation process has been successfully tested and individual Authorities can choose when this is deployed. System tuning is a continual process with the aim of achieving improved results to a point where Councils are willing to deploy automation.

Housing

VFM Summary - Housing Tenancy Fraud

VFM Indicators extrapolated from pilot results	YEAR 1		YEAR 2+	
	Best Case	**Worst Case**	**Best Case**	**Worst Case**
Average percentage of total social rental properties for which alerts generate	1.8%	1.2%	0.92%	0.59%
Average percentage of alerts generated accepted as fraud cases	33%	50%	33%	50%
Alerts accepted as percentage of total social rental properties	4.6%	1.1%	4.6%	1.1%
Average value of total saving (£)	381,616	236,827	190,808	118,413
Lowest total saving (£)	47,908	28,745	23,954	14,372
Highest total saving (£)	1,726,541	1,035,925	863,270	517,962
Unit CIPFA price (£)	350	350	350	350
Average value of CIPFA cost (£)	30,687	18,368	15,344	9,184
Lowest CIPFA cost (£)	4,439	2,663	2,219	1,332
Highest CIPFA cost (£)	85,367	51,220	42,684	25,610
Total savings for London (£)	10,798,678	6,479,207	5,399,339	3,239,603
Total CIPFA cost for London (£)	893,393	536,036	446,696	268,018
Net saving for London (£)	9,905,285	5,943,171	4,952,643	2,971,586
Average authority ROI	**1109%**	**1109%**	**1109%**	**1109%**

Projected Year 1 results

	Lowest Alert Accept Rate					Highest Alert Accept Rate				
Borough	**Properties Recovered**	**GF Saving - (£)**	**Cipfa Cost to HRA at £350 per case (£)**	**Net Saving (£)**	**ROI**	**Properties Recovered**	**GF Saving - (£)**	**Cipfa Cost to HRA at £350 per case (£)**	**Net Saving (£)**	**ROI**
Barking & Dagenham	68	114,960	23,705	91,256	385%	113	191,600	39,508	152,093	385%
Barnet	38	33,456	13,313	20,143	151%	63	55,760	22,188	33,572	151%
Bexley	-	-	-	-	-	-	-	-	-	-
Brent	31	138,974	10,768	128,206	1191%	51	231,624	17,947	213,677	1191%
Bromley	-	-	-	-	-	-	-	-	-	-
Camden	90	1,035,925	31,497	1,004,427	3189%	150	1,726,541	52,496	1,674,045	3189%
City of London	8	28,745	2,663	26,082	979%	13	47,908	4,439	43,469	979%
Croydon	53	157,511	18,515	138,996	751%	88	262,518	30,858	231,660	751%
Ealing	46	148,849	16,261	132,588	815%	77	248,082	27,102	220,980	815%
Enfield	40	88,670	14,118	74,552	528%	67	147,784	23,530	124,254	528%
Greenwich	83	458,820	29,126	429,694	1475%	139	764,701	48,544	716,157	1475%
Hackney	86	155,220	29,952	125,268	418%	143	258,700	49,920	208,780	418%
Hammersmith & Fulham	48	204,453	16,654	187,798	1128%	79	340,754	27,757	312,997	1128%
Haringey	60	198,675	21,050	177,625	844%	100	331,125	35,083	296,042	844%
Harrow	19	91,803	6,604	85,199	1290%	31	153,005	11,006	141,998	1290%
Havering	37	93,066	12,973	80,093	617%	62	155,110	21,622	133,488	617%
Hillingdon	39	314,380	13,564	300,816	2218%	65	523,966	22,607	501,359	2218%
Hounslow	50	297,035	17,637	279,397	1584%	84	495,058	29,395	465,662	1584%
Islington	99	299,668	34,689	264,980	764%	165	499,447	57,815	441,633	764%
Kensington & Chelsea	27	121,657	9,322	112,335	1205%	44	202,761	15,536	187,225	1205%
Kingston-upon-Thames	18	101,623	6,395	95,228	1489%	30	169,372	10,658	158,714	1489%
Lambeth	92	551,336	32,371	518,965	1603%	154	918,894	53,952	864,942	1603%
Lewisham	56	145,543	19,679	125,864	640%	94	242,571	32,799	209,773	640%
Merton	-	-	-	-	-	-	-	-	-	-
Newham	61	136,891	21,312	115,580	542%	101	228,152	35,520	192,633	542%
Redbridge	17	122,664	6,001	116,664	1944%	29	204,441	10,001	194,440	1944%
Richmond-upon-Thames	-	-	-	-	-	-	-	-	-	-
Southwark	146	566,484	51,220	515,263	1006%	244	944,139	85,367	858,772	1006%
Sutton	23	66,151	8,044	58,107	722%	38	110,251	13,407	96,844	722%
Tower Hamlets	45	307,400	15,848	291,553	1840%	75	512,334	26,413	485,921	1840%
Waltham Forest	39	113,511	13,665	99,846	731%	65	189,186	22,775	166,411	731%
Wandsworth	65	313,779	22,864	290,915	1272%	109	522,965	38,106	484,859	1272%
Westminster	46	71,957	16,226	55,731	343%	77	119,928	27,043	92,885	343%
LONDON	**1,532**	**6,479,207**	**536,036**	**5,943,171**	**1109%**	**2,553**	**10,798,678**	**893,393**	**9,905,285**	**1109%**

Projected Year 2 results										
	Lowest Alert Accept Rate					Highest Alert Accept Rate				
Borough	Properties Recovered	GF Saving - (£)	Cipfa Cost to HRA at £350 per case (£)	Net Saving (£)	ROI	Properties Recovered	GF Saving - (£)	Cipfa Cost to HRA at £350 per case (£)	Net Saving (£)	ROI
Barking & Dagenham	34	57,480	11,852	45,628	385%	56	95,800	19,754	76,046	385%
Barnet	19	16,728	6,656	10,072	151%	32	27,880	11,094	16,786	151%
Bexley	-	-	-	-	-	-	-	-	-	-
Brent	15	69,487	5,384	64,103	1191%	26	115,812	8,974	106,838	1191%
Bromley	-	-	-	-	-	-	-	-	-	-
Camden	45	517,962	15,749	502,214	3189%	75	863,270	26,248	837,023	3189%
City of London	4	14,372	1,332	13,041	979%	6	23,954	2,219	21,735	979%
Croydon	26	78,755	9,257	69,498	751%	44	131,259	15,429	115,830	751%
Ealing	23	74,425	8,131	66,294	815%	39	124,041	13,551	110,490	815%
Enfield	20	44,335	7,059	37,276	528%	34	73,892	11,765	62,127	528%
Greenwich	42	229,410	14,563	214,847	1475%	69	382,350	24,272	358,078	1475%
Hackney	43	77,610	14,976	62,634	418%	71	129,350	24,960	104,390	418%
Hammersmith & Fulham	24	102,226	8,327	93,899	1128%	40	170,377	13,879	156,499	1128%
Haringey	30	99,337	10,525	88,813	844%	50	165,562	17,541	148,021	844%
Harrow	9	45,901	3,302	42,600	1290%	16	76,502	5,503	70,999	1290%
Havering	19	46,533	6,486	40,046	617%	31	77,555	10,811	66,744	617%
Hillingdon	19	157,190	6,782	150,408	2218%	32	261,983	11,303	250,680	2218%
Hounslow	25	148,517	8,819	139,699	1584%	42	247,529	14,698	232,831	1584%
Islington	50	149,834	17,344	132,490	764%	83	249,724	28,907	220,816	764%
Kensington & Chelsea	13	60,828	4,661	56,168	1205%	22	101,381	7,768	93,613	1205%
Kingston-upon-Thames	9	50,812	3,198	47,614	1489%	15	84,686	5,329	79,357	1489%
Lambeth	46	275,668	16,185	259,483	1603%	77	459,447	26,976	432,471	1603%
Lewisham	28	72,771	9,840	62,932	640%	47	121,286	16,399	104,886	640%
Merton	-	-	-	-	-	-	-	-	-	-
Newham	30	68,446	10,656	57,790	542%	51	114,076	17,760	96,316	542%
Redbridge	9	61,332	3,000	58,332	1944%	14	102,220	5,000	97,220	1944%
Richmond-upon-Thames	-	-	-	-	-	-	-	-	-	-
Southwark	73	283,242	25,610	257,632	1006%	122	472,070	42,684	429,386	1006%
Sutton	11	33,075	4,022	29,053	722%	19	55,125	6,703	48,422	722%
Tower Hamlets	23	153,700	7,924	145,776	1840%	38	256,167	13,206	242,961	1840%
Waltham Forest	20	56,756	6,833	49,923	731%	33	94,593	11,388	83,205	731%
Wandsworth	33	156,890	11,432	145,458	1272%	54	261,483	19,053	242,430	1272%
Westminster	23	35,978	8,113	27,865	343%	39	59,964	13,521	46,442	343%
LONDON	**766**	**3,239,603**	**268,018**	**2,971,586**	**1109%**	**1,276**	**5,399,339**	**446,696**	**4,952,643**	**1109%**

Comparative analysis

Data could be obtained for only one comparable case study. The LCFH performed on a par with the other solution, successfully identifying a comparable number of fraud cases overall, although the Hub achieved a much lower level of false positives (50% as opposed to 89%), creating less abortive work for investigators.

Business Rates

Additional assumptions:

1. Results ignore collection fund accounting issues
2. No results are given above for identification of heraditaments not in rating. This is because it is not possible to assign a value until the RV has been determined

VFM Indicators extrapolated from pilot results - Charitable Relief	YEAR 1	YEAR 2+
Average percentage of total ratepayers with Charitable Relief for which alerts generated	1.64%	0.82%
Average percentage of CR alerts generated accepted as fraud cases	23%	23%
Alerts accepted as percentage of total ratepayers with CR	0.4%	0.4%
Average value of total CR saving (£)	59,883	29,942
Lowest total saving (£)	17,741	8,870
Highest total saving (£)	313,013	156,507
Unit CIPFA price (£)	125	125
Average value of CIPFA cost (£)	284	142
Lowest CIPFA cost (£)	125	63
Highest CIPFA cost (£)	625	313
Total savings for London (£)	1,976,141	988,071
Total CIPFA cost for London (£)	9,375	4,688
Net saving for London (£)	1,985,516	992,758
Average authority ROI	**21179%**	**21179%**

VFM Indicators extrapolated from pilot results - SBR Relief	YEAR 1	YEAR 2+
Average percentage of total ratepayers with SBR Relief for which alerts generated	4.56%	2.28%
Average percentage of SBRR alerts generated accepted as fraud cases	32%	32%
Alerts accepted as percentage of total ratepayers with SBRR	1.5%	1.5%
Average value of total SBRR saving (£)	88,145	44,073
Lowest total saving (£)	11,198	5,599
Highest total saving (£)	125,551	62,775
Unit CIPFA price (£)	125	125
Average value of CIPFA cost (£)	3,765	1,883
Lowest CIPFA cost (£)	500	250
Highest CIPFA cost (£)	6,375	3,188
Total savings for London (£)	2,908,789	1,454,395
Total CIPFA cost for London (£)	124,250	62,125
Net saving for London (£)	3,033,039	1,516,520
Average authority ROI	**2441%**	**2441%**

Business Rates Charitable and SBR Reliefs - Summary by Borough										
	Charitable Relief					Small Business Rates Relief				
	Successful alerts	Total Saving (£)	Cipfa Cost (£)	Net Saving (£)	ROI	Successful alerts	Total Saving (£)	Cipfa Cost (£)	Net Saving (£)	ROI
Barking & Dagenham	0.8	17,741	125	17,616	14093%	21	65,023	2,750	62,273	2264%
Barnet	2.0	52,539	375	52,164	13911%	32	100,391	4,000	96,391	2410%
Bexley	1.0	28,239	250	27,989	11196%	30	91,372	3,875	87,497	2258%
Brent	1.8	35,046	250	34,796	13919%	38	120,186	4,875	115,311	2365%
Bromley	1.6	40,200	250	39,950	15980%	32	95,259	4,000	91,259	2281%
Camden	3.5	296,967	500	296,467	59293%	23	72,741	2,875	69,866	2430%
City of London	1.0	60,324	250	60,074	24030%	4	11,198	500	10,698	2140%
Croydon	1.9	38,060	250	37,810	15124%	42	102,542	5,375	97,167	1808%
Ealing	1.5	33,101	250	32,851	13140%	42	125,551	5,375	120,176	2236%
Enfield	1.8	25,888	250	25,638	10255%	30	99,540	3,750	95,790	2554%
Greenwich	1.9	42,606	250	42,356	16943%	26	75,130	3,250	71,880	2212%
Hackney	2.6	58,139	375	57,764	15404%	40	113,834	5,125	108,709	2121%
Hammersmith & Fulham	1.3	45,805	250	45,555	18222%	20	66,092	2,625	63,467	2418%
Haringey	1.6	25,268	250	25,018	10007%	37	113,938	4,625	109,313	2364%
Harrow	0.9	20,475	125	20,350	16280%	25	76,379	3,125	73,254	2344%
Havering	1.4	20,833	250	20,583	8233%	28	87,089	3,625	83,464	2302%
Hillingdon	1.7	40,164	250	39,914	15966%	32	88,130	4,125	84,005	2036%
Hounslow	1.3	25,133	250	24,883	9953%	24	74,285	3,000	71,285	2376%
Islington	3.2	100,980	500	100,480	20096%	25	86,310	3,125	83,185	2662%
Kensington & Chelsea	1.5	91,309	250	91,059	36424%	14	46,428	1,875	44,553	2376%
Kingston-upon-Thames	0.8	29,831	125	29,706	23765%	20	55,680	2,625	53,055	2021%
Lambeth	2.7	76,615	375	76,240	20331%	41	111,206	5,125	106,081	2070%
Lewisham	1.9	35,144	250	34,894	13957%	33	101,718	4,250	97,468	2293%
Merton	1.3	24,018	250	23,768	9507%	21	68,790	2,750	66,040	2401%
Newham	1.5	46,673	250	46,423	18569%	38	117,219	4,875	112,344	2304%
Redbridge	1.3	20,476	250	20,226	8091%	31	91,086	3,875	87,211	2251%
Richmond-upon-Thames	1.4	41,571	250	41,321	16529%	24	65,481	3,000	62,481	2083%
Southwark	3.1	126,914	500	126,414	25283%	43	118,066	5,500	112,566	2047%
Sutton	0.7	24,115	125	23,990	19192%	21	67,910	2,625	65,285	2487%
Tower Hamlets	2.7	67,455	375	67,080	17888%	51	123,284	6,375	116,909	1834%
Waltham Forest	1.0	23,889	250	23,639	9455%	38	117,748	4,875	112,873	2315%
Wandsworth	1.6	47,611	250	47,361	18944%	32	100,410	4,125	96,285	2334%
Westminster	5.0	313,013	625	312,388	49982%	18	58,771	2,375	56,396	2375%
London	**59**	**1,976,141**	**9,375**	**1,966,766**	**20979%**	**976**	**2,908,789**	**124,250**	**2,784,539**	**2241%**

Comparative analysis

Data could be obtained for only one comparable case study in which 2.66% of alerts converted successfully into 7 fraud cases at a cost of £20,000. The Hub achieved 23% to 32% successful conversion (1,035 alerts) at a cost of £129,375.

Other Comparative analysis

- The Hub will expand its activities to cover more fraud types over the course of operation.
- The Hub's performance will improve over time as it ingests more data and improves its algorithms for finding fraud.
- The Hub provides a case management system for investigators to use and record results. This is not offered by any other solution.
- The Hub will take monthly data extracts from authorities and provide a steady stream of alerts. Other comparable data matching exercises are one off in nature.
- The Hub provides other services including an online enquiries facility and the capability to take on investigations.

9 Further Entity Resolution Tuning

During test phases, SME's identified a number of issues where a named individual or address (entities) had been misread or misrepresented by the solution, causing the entity to be either over or under linked:

Overlinking – Where an entity has been grouped together with other entities that are not the same

Underlinking – Where two or more entities have been created for the same individual/address

Improvements – During testing, improvements were identified to help reduce the number of false positives created due to over or under linking. These included:

- Cleansing leading zeros in 3rd party data, E.g. "0010 King Street"
- Improving the identification of sub buildings, road names and counties
- Improving postcode cleansing
- The addition of several compound keys, linking together more Individual entities

These improvements were implemented during three tuning cycles and each was tested by reviewing the quality of alert based on the information used to trigger indicators and displayed in the network for each alert. For the purpose of this testing CIPFA focused measuring the number of valid/invalid alerts, these are broken down as follows:

Valid Alert – An alert requiring further interrogation and/or investigation by the Council. These will include alerts which have been correctly generated, however are later rejected due to Council data errors.

Invalid Alert – Where an alert has been generated due to system errors, including the over/under linking of entities or the incorrect interpretation of Council data.

It should be noted that not all changes implemented during tuning had an overall positive effect to the solution. There will always be a margin of error within entity resolution resulting in a number of false positives being generated, mainly due to the complexity and variety of data capture. There will be occasions where a change designed to improve entity resolution in one area has a greater negative impact in another.

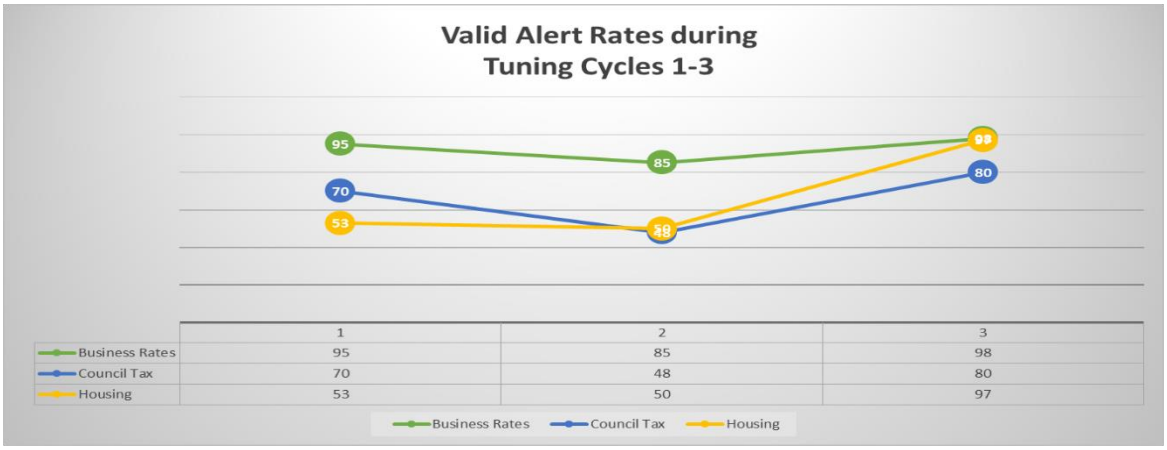
During the tuning cycles it was possible to identify which changes had a net improvement and which, whilst improving some aspects of the solution had a net negative effect. A decision was made to only implement changes that had an overall positive effect.

The results from each testing cycle are detailed below:

Cycle1		
Business Rates	**40**	
Accept	38	95%
Reject	2	5%
Council Tax (SPD)	**40**	
Accept	28	70%
Reject	12	30%
Housing	**38**	
Accept	20	53%
Reject	18	47%
Total	**118**	
Accept Rate	**73%**	
Reject Rate	**27%**	

Cycle2		
Business Rates	**40**	
Accept	34	85%
Reject	6	15%
Council Tax (SPD)	**40**	
Accept	16	40%
Reject	24	60%
Housing	**38**	
Accept	19	50%
Reject	19	50%
Total	**118**	
Accept Rate	**58%**	
Reject Rate	**42%**	

Cycle3		
Business Rates	**40**	
Accept	39	98%
Reject	1	3%
Council Tax (SPD)	**69**	
Accept	55	80%
Reject	14	20%
Housing	**37**	
Accept	36	97%
Reject	1	3%
Total	**146**	
Accept Rate	**89%**	
Reject Rate	**11%**	



In summary, there was a significant improvement in the quality of Housing alerts and a marked improvement in the quality of Council Tax alerts, whilst valid Business Rates alerts remained high.

Entity resolution improvements will continue during operation with analysis of accepted/rejected alerts contributing information allowing further changes. Testing has now also been conducted in conjunction with the Pilot Authorities which was completed on the 28th and 29th of November 2018 to confirm the results being seen through internal testing. The results of this testing are given in the table below.

	% Valid Alerts Against All Alerts Raised					
	Business Rates		Housing		Council Tax	
	Sample Size	Valid %	Sample Size	Valid %	Sample Size	Valid %
Camden	**20**	60%	20	90%	20	40%
Croydon	**20**	60%	20	90%	20	40%
Ealing	**21**	90%	49	80%	20	90%
Islington	**17**	71%	29	69%	19	74%
Overall	**78**	**70%**	**118**	**81%**	79	**61%**

10 Pulling it all together

Testing the platform with real data at volume has provided challenges for both CIPFA and the pilot authorities involved. We believe the testing to date shows that we have between us built a solution that has significantly surpassed the industry bench mark of 3-5% success rates in actual detection, this is proven out by the results at each stage of testing.

The output based testing has gone on to prove that the results obtained are a good indicator that actual fraud is being detected and we draw this conclusion from a combination of new fraud cases that would be suitable for further investigation and also because we are finding fraud cases that due to the age of the test data, are already under (or have been under) investigation due to them being found by the pilot authority teams and systems.

There is still much work to be done in building out the fraud detection capabilities and tuning the platform to ensure we have the best balance between detecting fraud vs false positives and we continue this work as described in the following sections.

The key to developing a London-Wide counter fraud platform is to have the available data in a central data store, collected on a regular basis, allowing us all to look for new patterns and attempts at fraud on a regional basis. We believe we have a joint solution for delivering not only fraud alerts but also reporting and operational information which will help improve London's ability to tackle fraud in the long run.

Lessons Learnt

During the development and testing cycles, CIPFA noted some key lessons learnt that will inform how we should address the false positive rate as an ongoing exercise. In conjunction with BAE NetReveal advanced analytics systematically working to resolve entity issues, we plan to work with each Authority to help identify potential areas where improving data quality will have a positive impact on the false positive rates.

During the pilot, data quality and availability issues presented significant challenges to the success of the pilot. Although the NetReveal solution can do a great deal to help resolve entity issues, we must ensure that we create the correct balance of managing data issues within the solution, while not programming out actual instances of fraud. The issues we have encountered have also been documented with other data analytics pilots across London. A recent LODA pilot of HMO detection has also reported similar issue which slowed their progress. However, we believe we have made great strides in this area far surpassing other initiatives in the completeness of vision for data sharing.

Some of the key areas we should collectively look to address through the life of the contract are:

Missing Data: Data submitted by POC Authorities required significant analysis to understand where the likely entity resolution issues may reside. Linking a single property records across multiple council data sources continues to be a challenge where the UPRN information is missing from the data files.

Data Collection: Due to the nature of the ICT structure in some Authorities, collecting data from different sources provided challenges for timescales and quality.

Aged Data: During test, alerts were created which resulted from records such as deceased persons not being removed from housing files, or housing waiting lists not being updated created false positives that could not be removed without verification and confirmation by an investigator

Automation Testing

CIPFA has worked with London Borough of Ealing's Business and ICT team in order to confirm that the LCFH solution is technically capable of providing two-way integration between the Hub and authority system for automation of recovery. Testing took place between October 2nd and October 22nd. The test case files contained all the data elements requested as part of the solution design, and 100% of test cases have been run successfully and signed off by Ealing ICT and business team.

Although CIPFA has now proven automation of recovery is technically possible, the decision to automate simple cases, and the business process surrounding this decision will be made on an authority by authority basis. CIPFA is committed to ensure the solution is accessible to all onboarding authorities and will provide necessary support to enable this feature as required.

Satisfaction Survey

The following two pages contain the results of the Satisfaction Survey exercise. After an initial review it was agreed that Ealing would approach their procurement team to re-mark the survey using a tried and tested methodology used in the evaluation of bids in response to a tender. This resulted in a significant increase in the scoring which we believe more accurately depicts the system delivered than the initial scoring provided by the Pilot Authorities.

		Camden	Croydon	Ealing	Islington				
A	**Using the BAE Enterprise Investigation Management (EIM) Tool**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	The Enterprise Investigation Management (EIM) interface layout of NetReveal is simple and easy to navigate	3	4	4	2	150%	19.5	30	Answers vary by authority and some have been marked down due to the volume of work required to review an alert, or the quality of the alert information, despite this not forming part of the question. The main issue here was the quality of alerts i.e. false positives too high.
2	Alert information is easy to understand	3	3	4	3	200%	26	40	
3	Alert information is a valid indicator of fraud risk, as defined during workshops	4	3	4	2	200%	26	40	
4	Alert information is accurate and are not merely false positives	2	2	3	2	200%	18	40	
5	Alert information is sufficient to support an investigation	2	3	4	2	200%	22	40	
B	**Value for Money**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	The cost of an alert investigated by the Council (SPD - £43) leading to a successful outcome/recovery represents value for money.	1	3	2	2	100%	8	20	All councils have answered this based on the additional resources required to review and investigate alerts to a successful income. Answers contradict the VFM work carried out by Ian that shows a significant ROI once all costs are taken into account. New commercial model being looked at which will address some of the VFM issues.
2	The cost of an alert investigated by the Council (Housing - £350) leading to a successful outcome/recovery represents value for money.	3	4	2	2	100%	11	20	
3	The cost of an alert investigated by the Council (Business Rates - £350) leading to a successful outcome/recovery represents value for money.	1	4	3	2	100%	10	20	
4	The cost of an alert investigated by the CIPFA (SPD - £1,857) leading to a successful outcome/recovery represents value for money.	1	2	DNA	2	100%	5	20	
5	The cost of an alert investigated by the CIPFA (Housing - £4,250) leading to a successful outcome/recovery represents value for money.	1	3	2	2	100%	8	20	
6	The cost of an alert investigated by the CIPFA (Business Rates - £5,899) leading to a successful outcome/recovery represents value for money.	1	3	2	2	100%	8	20	
C	**Data Cleansing**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	Reports have been provided to my Council on data quality and errors.	3	3	4	4	100%	14	20	All error reports were provided to councils, however it was the length of time that this took to resolve was the main issue.
D	**Automation**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	Automated process for SPD has been demonstrated to work effectively	DNA	4	4	4	200%	24	40	Camden/Civica and CIPFA need to carry out end to end testing.
E	**Enquiries**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	The cost of processing an Enquiry Portal request on a new application (£0.50) represents value for money	2	4	3	2	100%	11	20	The enquiry portal was shown to SMEs during testing and demonstrated in a test environment. SMEs were offered an opportunity to test themselves but declined due to the fact the enquiries function was simple to use. CIPFA cannot be accountable for councils not taking the opportunity for further testing.
2	The enquiry portal is easily accessible	DNA	DNA	4	DNA	200%	8	40	
3	The enquiry response is received in a timely manner	DNA	DNA	4	DNA	200%	8	40	
4	The enquiry response is relevant to my request	DNA	DNA	4	DNA	200%	8	40	
F	**Management Information**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	Management information reports are easily accessible for PAs	DNA	DNA	4	DNA	150%	6	30	Management reports were shown to SMEs during testing and demonstrated in a test environment. SMEs were offered an opportunity to test themselves but declined due to their acceptance that they returned the expected results. CIPFA cannot be accountable for councils not taking the opportunity for further testing.
2	Management information reports are user friendly and easy to understand	DNA	DNA	4	DNA	150%	6	30	
3	Management information reports are relevant	DNA	DNA	4	DNA	150%	6	30	

G	Registering with the CIPFA HUB	Score	Score	Score	Score	Weighting	Total	Maximun	Summary
1	Registering on the website to join the hub was a straight forward process	DNA	4	3	DNA	100%	7	20	All councils were registered on the LCFH by a key contact via a simple registration email at the beginning. Councils had not utilised the Hub website since they first registered.
2	Information on the LCFH website is relevant and all links work	DNA	4	3	DNA	100%	7	20	
H	**Data Sharing**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	It was a simple process for getting the Data Sharing Agreement approved for our council	3	4	4	3	0%	0	0	This was an information gathering exercise on council internal processes and did not contribute to the scores.
2	It was a simple process to obtain approval of the LCFH contract	3	3	4	DNA	0%	0	0	
3	It was a simple process to obtain data for LCFH use	2	2	4	3	0%	0	0	
4	It was simple to extract the data requested by the LCFH in the agreed format	2	2	3	3	0%	0	0	
5	Transferring data to the LCFH was easy	3	4	3	4	0%	0	0	
I	**On-boarding Process**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	The on-boarding process accommodated our Councils internal decision making and mobilisation requirements	3	3	4	3	100%	13	20	Lack of transparency from CIPFA at the beginning of the process but this has improved. Scores reflect the beginning of the journey and not how the situation is at present.
2	Communication was open and transparent during the on-boarding process	2	3	3	2	100%	10	20	
J	**Stakeholder Engagement**	**Score**	**Score**	**Score**	**Score**	**Weighting**	**Total**	**Maximun**	**Summary**
1	The workshops arranged by CIPFA were well organised and informative	3	4	3	3	100%	13	20	Poor communication early on but this has improved over time e.g. short notice of when testing workshops were being held. Councils felt more open feedback by CIPFA would have helped as they felt at times there was not a two-way communication channel.
2	The level of input my organisation had in the development of the overall LCFH product was satisfactory	3	2	3	2	100%	10	20	
3	Questions related to the CIPFA hub product and deliverables were answered in full by CIPFA	3	3	3	2	100%	11	20	
4	Questions related to the Contract and fees were answered in full by CIPFA	3	3	3	3	100%	12	20	
5	CIPFA's overall level of stakeholder engagement was satisfactory	3	2	3	3	100%	11	20	
		60	**88**	**111**	**64**		**346.5**	**780**	
		35%	52%	65%	38%		**44%**		

11 Oversight Board Summary

Oversight Board Evaluation Summary (6th November 2018)

Minimum Standards (Schedule 13):	Oversight Board Evaluation	Pass/Fail	CIPFA Mitigation
1) Detection of Fraud: Simple Cases Fraud Type / Pilot Phase Target: Council Tax SPD: 1,105 Housing tenancy: 166 Business rates: 183	Fraud Type / Offsite Testing Result (VFM): Council Tax SPD: 1,691 Housing tenancy: N/A Business rates: N/A *Note: All Housing tenancy and Business rates classified as Complex Cases	Pass N/A N/A	
Detection of Fraud: Complex Cases Fraud Type / Pilot Phase Target: Council Tax SPD: 4 Housing tenancy: 166 + 22 = 188 Business rates: 183 + 37 = 220	Fraud Type / Offsite Testing Result (VFM): Council Tax SPD: N/A Housing tenancy: 288 Business rates: 1,050 *Note: All SPD classified as Simple Cases	N/A Pass Pass	
Minimum Standards (Schedule 13):	**Oversight Board Evaluation**	**Pass/Fail**	**CIPFA Mitigation**
2) Integration: • Provided that Participating Authorities data is accurate, the Hub can ingest agreed data feed without error at all times. • The Hub can combine multiple third-party data sources (a minimum of 3 different third-party data sources) for use in the fraud risk rules engine. • Combination of the Hub engine (and third-party data) and Participating Authority fraud risk rules can result in a Simple Case and a Complex Case.	The Hub generated both Simple and Complex Cases and therefore meets the standard required	Pass	• CIPFA to complete end to end integration testing with Camden/Civica
Minimum Standards (Schedule 13):	**Oversight Board Evaluation**	**Pass/Fail**	**CIPFA Mitigation**
3) Satisfaction Survey: Achieve at least 80% score	47% achieved Quality of alerts needs to improve i.e. false positives need to reduce in order to allow SPD automation Value for money in terms of the pricing structure needs to be reviewed	Fail	• Further work required on entity resolution and tuning i.e. addresses, names and missing data issues • Risk scores need to be enhanced to create the most accurate indication of fraud and increase confidence in alerts • Commercial model proposal to be agreed along the lines of an upfront payment and CIPFA to relinquish its right to investigate these cases

In conclusion after careful deliberations, it was agreed that the way forward is to seek clarification from CIPFA on the timescales to resolve the issues that are leading to the poor user satisfaction score. When these are satisfactorily addressed the Oversight Board would be minded to-sign off the Pilot phase. In addition, CIPFA to update the Evaluation Report to include the satisfaction survey results and the Oversight Board evaluation summary. Also, CIPFA to separate the Evaluation Report into two sections: first part CIPFA's contextual information and the other being the detailed evaluation outputs.

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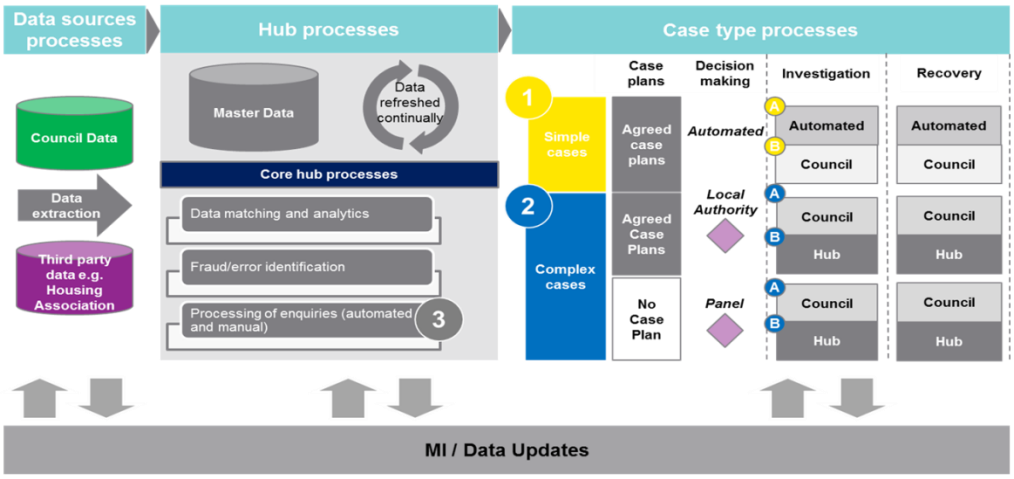
Appendix C – London Counter Fraud Hub Overview Schematic

Overview of the Hub

A data analytics hub designed to detect and prevent fraud/error against councils. The hub will be integrated with existing council systems and will be, as far as possible, fully automated.



The hub will:

1. Provide automated recovery for simple, high volume / low value cases
2. Provide information and evidence and investigatory capacity for complex cases
3. Offer an enquiry capability to support investigations / support councils to 'gateway' services

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Cabinet 22 May 2019	
Report of: Will Tuckley, Chief Executive	**Classification:** Unrestricted
Strategic Plan Performance & Delivery Reporting: End of year 2018/19	

Lead Member	**Mayor John Biggs**
Originating Officer(s)	Sharon Godman – Divisional Director Strategy, Policy & Performance Thorsten Dreyer – Head of Intelligence & Performance
Wards affected	All
Key Decision?	No
Forward Plan Notice Published	30/10/18
Reason for Key Decision	N/a
Strategic Plan Priority / Outcome	**All**

Executive Summary

This report provides the Mayor in Cabinet with an end of year update on the delivery and implementation of the council's Strategic Plan throughout 2018/19.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the end of year summary status as set out at the beginning of the attached monitoring report; and

2. Review the performance of the strategic measures at the end of the year, including those measures where the minimum expectation has been missed; and

3. Review progress in delivering Strategic Plan activities, including those activities that have been re-profiled to be completed in 2019/20.

1. REASONS FOR THE DECISIONS

1.1 The council's Performance & Accountability Framework sets out the process for monitoring the timely and effective delivery of the Strategic Plan to improve

outcomes for residents. In line with the framework, the Mayor in Cabinet receives regular update reports to ensure oversight of pace, delivery, performance and improvement at Cabinet level.

1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets residents to track progress of activities that impact on their lives and the communities they live in.

2. ALTERNATIVE OPTIONS

2.1 Cabinet can decide not to review the performance information. This is not recommended as Members have a key role to review and challenge underperformance and also utilise performance information to inform resource allocation.

3. DETAILS OF THE REPORT

3.1 Background

3.2 At the start of 2018/19 the Mayor in Cabinet adopted a refreshed Strategic Plan with a stronger focus on delivering improved outcomes for residents at pace. The Strategic Plan embedded the Mayor's manifesto into council delivery. This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan throughout the year.

3.3 As part of the budget setting report at the beginning of 2018, the council adopted a set of eleven new corporate outcomes grouped under three priorities. This was the first step on moving the council to becoming a much more outcome-based organisation which focuses on making a difference to people's lives.

3.4 The council's transition to becoming a truly outcome-based organisation is continuing and in April 2019 Cabinet adopted the Strategic Plan 2019/20 – 2021/22. The new plan builds on the changes the council made in 2018/19 and is underpinned by a revised set of performance measures, which are aligned to the council's corporate outcomes. Some of the new measures have been carried forward from 2018/19 while others have been replaced as they did not adequately assess the difference the council is making to residents' lives.

3.5 The 2018/19 end of year report provides an update on pace, delivery and performance for each corporate outcome. The outcomes are:

Priority 1: People are aspirational, independent and have equal access to opportunities

- People access a range of education, training, and employment opportunities.
- Children and young people are protected so they get the best start in life and can realise their potential.
- People access joined-up services when they need them and feel healthier and more independent.
- Inequality is reduced and people feel that they fairly share the benefits from growth.

Priority 2: A borough that our residents are proud of and love to live in

- People live in a borough that is clean and green.
- People live in good quality affordable homes and well-designed neighbourhoods.
- People feel safer in their neighbourhoods and anti-social behaviour is tackled.
- People feel they are part of a cohesive and vibrant community.

Priority 3: A dynamic, outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

- People say we are open and transparent putting residents at the heart of everything we do.
- People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents.
- People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement.

3.6 Performance summary

3.7 The plan on a page (page 2 of the attached report) summarises the number of activities and measures, which are rated green (meeting the target), amber (slipped or delayed), or red (not meeting the target).

3.8 At the end of 2018/19 43 strategic activities have been completed while the completion of some aspects of 15 strategic activities will continue into 2019/20. These remaining aspects are expected to be completed in the first half of 2019/20 and approximately 95% of all planned activity was completed by the end of the fourth quarter in 2018/19.

3.9 At the same time, 17 performance indicators have met or are exceeding their target and 10 are exceeding the minimum expectation, while 9 are falling short. This is an improvement on the position at the end of the third quarter when fifteen performance indicators were falling short of the minimum expectation.

3.10 Indicators that have fallen short of the minimum expectation are not concentrated in any particular part of the business or concentrated in a particular outcome area. Four of the indicators fell short of very ambitious

minimum expectations which were designed to stretch us further. While we failed to meet these minimum expectations, we continue to be among high performing councils. These measures are in relation to school attendance (M1.1), adult learning (M4.3), affordable housing completions (M6.1) and freedom of information requests (M9.2). Our children's measure which fell short of the minimum expectation (M2.5) continued its upwards trajectory of improvement and is now 6.6 percentage points higher than this time last year. Whilst falling just short of the minimum expectation, our challenging targets have continued to drive performance in this area.

3.11 In 2019/20, we will continue to focus our efforts on improving performance for indicators which underpin our Strategic Plan outcomes and organisational effectiveness. In particular, we will focus on indicators relating to direct payments for adult social care users (M3.1), council staff sickness absence levels (M11.3), business rates collection (M11.2) and public realm cleanliness (M7.1).

3.12 Throughout 2018/19 we have accelerated the pace of delivery and started to implement the Mayor's manifesto:

3.13 We are making Tower Hamlets safer by working more closely in partnership with other agencies and our communities. Earlier in the year we successfully introduced a multi-agency exploitation team to better protect children and young people from harm and violence. We now have a violent crime officer and caseworker in post at the Royal London Hospital which enables us to have direct and timely contact with those young adults who have been admitted to hospital with violent crime related injuries. We piloted a new approach to dealing with crime and anti-social behaviour at neighbourhood level and are currently evaluating this before developing it further.

3.14 We are investing in additional police officers through the Partnership Taskforce; a team of police officers, which is tasked by the council jointly with the police, enabling us to focus on areas of concern for our residents. Since 2017, Operation Continuum (a joint Council and police operation cracking down on drug dealing to make neighbourhoods safer and cleaner) has made a total of 345 arrests, referred 119 arrested people into drug treatment, seized £331k under the Proceeds of Crime Act and executed 417 ASB warnings.

3.15 We are putting young people at the heart of what we do. Over the past year, we have continued our performance improvement journey in children's social care. We are working more closely with our partners in a multi-agency approach to provide a more holistic way of protecting children and young people from harm through our multi-agency safeguarding hub. In the winter we launched our new social work academy to ensure we make Tower Hamlets one of the best places in the country to be a social worker and attract the best staff to help us improve further. In October we launched our new early help offer, designed to support families at an earlier stage and to prevent issues from escalating.

3.16 We are improving our universal offer for children and young people. In the autumn, we held the Mayor's Early Years Summit to bring together families and professionals to make sure our offer to young children and their families addresses their needs. Our work in this area is showing results as is evidenced by the substantial increase in the reach of our children's centres.

3.17 We have taken key actions to clean up the borough's streets and air. We have started to roll out traffic calming around primary schools in the borough to make it safer for children to get to school. We will be extending the programme to more schools across the borough over the coming year. We accelerated our capital investment programme to improve the borough's parks and open spaces and made improvements to parks across the borough and started a major improvement project at Bartlett Park, which will continue into 2019/20. In February, we agreed our new Waste Strategy which will inform how we will deliver our new in house waste and recycling collection and street cleansing services from April 2020. Bringing these important services in house will allow us to be more responsive and address resident concerns more effectively as well as work towards meeting the Mayor's ambition to improve our recycling levels significantly.

3.18 We are working with our partners and residents to reduce health and wellbeing inequalities. Over the past year we have significantly increased the number of carers' assessments carried out and increased our support for carers, including outreach, direct payments, more assistive technology and the new Carers' Academy. We recognise and value the huge contribution that carers play in supporting older and disabled people. We have launched our Shared Lives programme, which enables people with a learning disability to live in their own home with support.

3.19 Our public health investment, including in the successful smoking cessation programme and health checks for those aged 40 to 74, is improving the health of our residents, reducing long term risks of premature deaths and helping the NHS save money through prevention and early intervention.

3.20 We have commenced work to address loneliness and social isolation in the borough, working with community and voluntary sector organisations. We want the borough to be a friendly place where people know their neighbours and feel connected to their community and the wonderful opportunities that exist within Tower Hamlets. Our Tenants' Activity Pot is helping people living in sheltered housing live the life they want by funding activities that residents want to take part in within their housing scheme and local community. In the coming year we will be developing more opportunities for local people to design services to reduce the isolation some people experience and make local estates and communities feel more connected.

4. EQUALITIES IMPLICATIONS

4.1 The council's Strategic Plan is focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play

their part in a vibrant and cohesive community. The strategic outcomes and supporting activities are designed to reduce inequalities and the foster community cohesion. Equalities considerations are embedded in all outcomes of the Strategic Plan with specific actions focusing on areas of inequality identified through the Borough Needs Assessment being addressed under *Outcome 4 - Inequality is reduced and people feel that they fairly share the benefits from growth*.

5. OTHER STATUTORY IMPLICATIONS

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

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.2 Best Value (BV) Implications

5.2.1 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 and acting on the findings is an important way in which that obligation is being fulfilled.

5.3 Sustainable action for a greener environment

5.3.1 *Outcome 5 - People live in a borough that is clean and green* is dedicated to taking sustainable action for a cleaner environment. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough's recycling rate and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling.

5.4 Risk management implications

5.4.1 In line with the council's risk management strategy, the information contained within the strategic indicator monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

5.5 Crime and disorder reduction implications

5.5.1 Strategic Plan *Outcome 7 - People feel safer in their neighbourhoods and anti-social behaviour is tackled* and *Outcome 8 – People feel they are part of a vibrant and cohesive community* are dedicated to crime and disorder reductions. Activities under these outcomes are designed to improve safety, the perception of safety and community cohesion. Key activities include a new partnership approach to tackling violence and taking a public health approach to reducing violence, as well as continued investment in police officers who can be tasked to address local priorities.

5.6 Safeguarding implications

5.6.1 Strategic Plan *Outcome 2 - Children and young people are protected so they get the best start in life and can realise their potential* is dedicated to keeping children and young people safe from harm. The inclusion of this dedicated outcome focused on safeguarding children and young people ensures that the council's children's services improvement journey is embedded in our planning at the highest level and is reviewed by Cabinet as a whole in addition to being monitored through our dedicated Children's Services Improvement Board. Key activities include changing the way we deliver children's services and working more effectively with partners to address all forms of exploitation.

5.6.2 *Outcome 3 - People access joined-up services when they need them and feel healthier and more independent* incorporates is our key outcome in relation to safeguarding vulnerable adults. Key activities include tackling loneliness and isolation as well as giving those receiving care and carers greater control.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report sets out the delivery, performance and improvement position for the Strategic Plan during 2018/19. There are no additional financial implications arising from the recommendations of this report.

7. COMMENTS OF LEGAL SERVICES

7.1 The report provides performance information. It is consistent with good administration for the council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.

7.2 When considering its performance, 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 do not (the public sector equality duty). The council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix: Strategic Plan 2018/19 end of year monitoring report

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

- None

Officer contact details for documents:
N/A

Tower Hamlets Strategic Plan 2018-21

Working together with the community for a fairer, cleaner and safer borough

2018/19 end of year monitoring report

Tower Hamlets Strategic Plan 2018-2021

Working together with the community, for a fairer, cleaner and safer borough

Priority 1

People are aspirational, independent and have equal access to opportunities

Outcome 1

People access a range of education, training and employment opportunities

Actions	2	0	3	0	
PIs	1	1	2	0	0

Outcome 2

Children and young people are protected so they can realise their potential

Actions	1	0	3	0	
PIs	1	4	3	0	0

Outcome 3

People access joined up services when they need them and feel healthier and more independent

Actions	3	0	4	0	
PIs	1	0	4	0	0

Outcome 4

Inequality is reduced and people feel that they fairly share the benefits from growth

Actions	0	0	5	0	
PIs	1	2	1	0	0

Priority 2

A borough that our residents are proud of and love to live in

Outcome 5

People live in a borough that is clean and green

Actions	0	0	5	0	
PIs	0	2	0	0	1

Outcome 6

People live in good quality affordable homes and well-designed neighbourhoods

Actions	2	0	2	0	
PIs	1	0	2	0	2

Outcome 7

People feel safer in their neighbourhoods and anti-social behaviour is tackled

Actions	1	0	6	0	
PIs	1	0	3	0	1

Outcome 8

People feel they are part of a cohesive and vibrant community

Actions	2	0	5	0	
PIs	0	0	0	0	1

Priority 3

A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

Outcome 9

People say we are open and transparent putting residents at the heart of everything we do

Actions	2	0	3	0	
PIs	1	1	1	0	3

Outcome 10

The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

Actions	0	0	3	0	
PIs	0	0	0	0	9

Outcome 11

People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

Actions	2	0	4	0	
PIs	2	0	1	0	1

Outcome 1 People access a range of education, training and employment opportunities

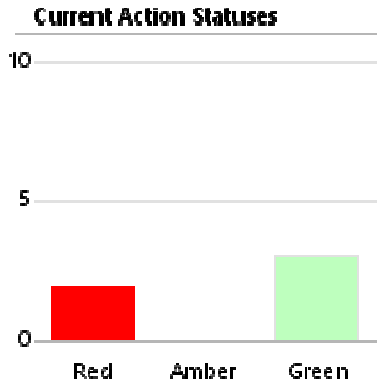
We want a thriving local economy and for our residents to be enabled to benefit from the unprecedented business growth in the borough. We will support local entrepreneurs and establish a Commission to examine what actions can be taken to support and enhance the local economy throughout the Brexit process and beyond. We will work with our partners to remove barriers to employment, providing excellent education, training and job brokerage, supporting 5,000 residents into employment through the WorkPath service.

With the Tower Hamlets Education Partnership we will continue to further improve educational attainment and outcomes, and to strengthen soft skills and the post 16 offer for those entering sixth forms, colleges or apprenticeships.

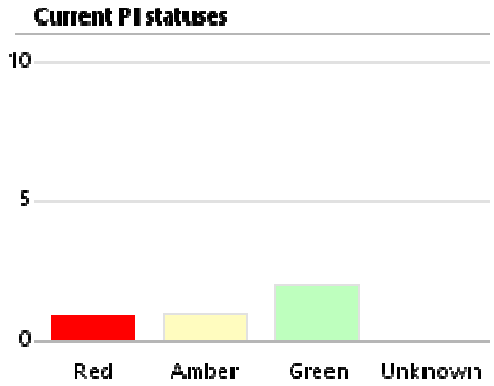
We will work with businesses to generate work placements, supporting them to create 1,000 apprenticeship opportunities, opening pathways into sustainable employment at or above the London Living wage. We will ensure that local childcare provision is better matched to the needs of families by supporting actions to provide additional services, with the aim of ensuring that sufficient childcare and early education spaces are provided where they are needed.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



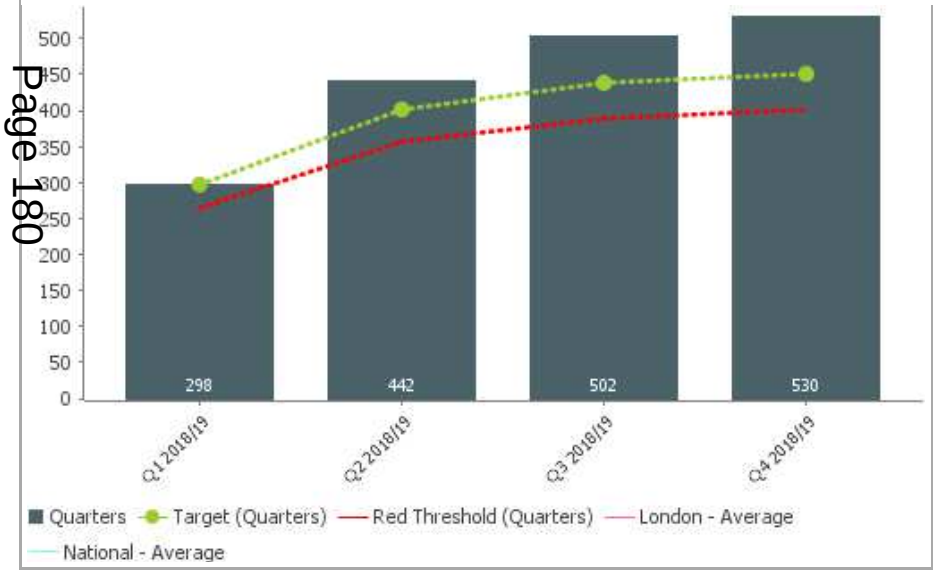
M1.3 Businesses supported

This measure is an annual count of the local businesses that have received support though enterprise and business support programmes commissioned by the council.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q4 2018/19	↓	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	450	530	Green

Performance data trend chart



Latest note

28 businesses were supported this quarter bringing the total number supported over the course of the year to 530. Target exceeded.

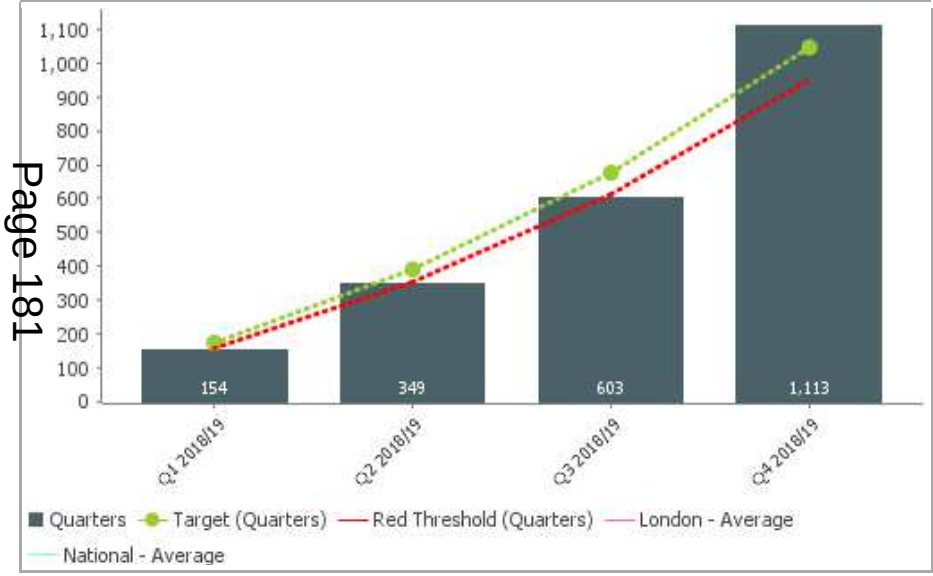
M1.4 Residents supported into sustainable work by the WorkPath Partnership

This measure is a count of the number of residents supported into sustainable work through support from the WorkPath partnership, consisting of the council's WorkPath service and a range of internal and external partners. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Work and Economic Growth	Q4 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Growth and Economic Development	Strategic	No	1,045	1,113	Green

Performance data trend chart



Latest note

Target exceeded.

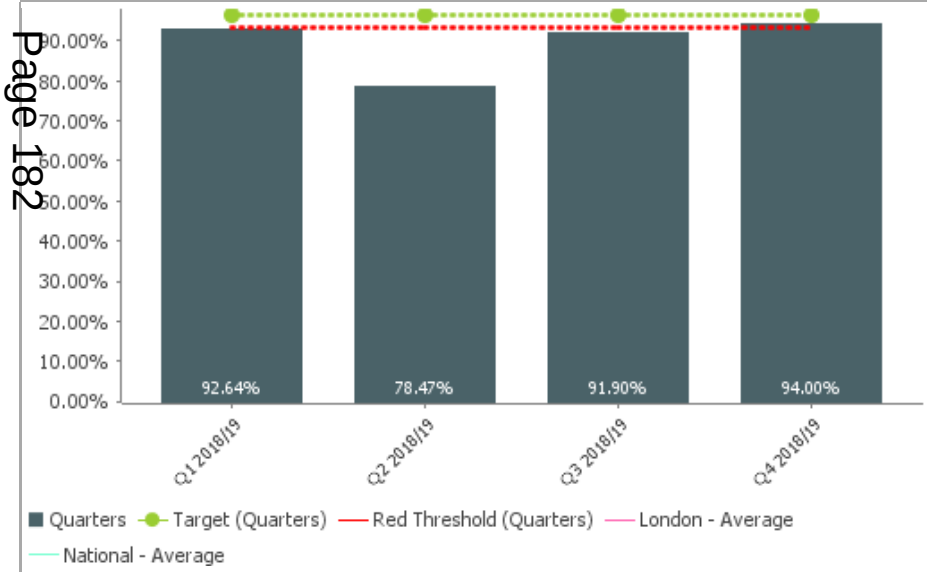
M1.2 Young people who are in education, employment or training

This indicator measures the proportion of 16 to 19 year olds who are in Education, Employment or Training (EET) at certain points in the year. The annual outturn for this measure is calculated as an average of December, January and February figures in accordance with national guidance.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Work and Economic Growth	Q4 2018/19	↓	↓

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Growth and Economic Development	Strategic	No	96.40%	94.00%	Amber

Performance data trend chart



Latest note

Why is performance off target?

Young WorkPath has been working hard to support young people at risk of not being in education, employment or training. As a result of our intervention work, we have moved 369 young people considered not in education, training or employment, or whose post-school destination was unknown onto further learning or an apprenticeship. Although we did not meet our target, we have made improvement on the Q3 figure and we are above our minimum set target of 93.20%. We have not met our aspirational target on this measure for reasons that some young people are hard to reach during what is a difficult transitional time.

What actions will be taken and who is doing this?

Young WorkPath is already working with New City College, South Quay College and schools and delivering a full programme of information, advice and guidance and employability programmes. The service is also developing a new range of careers events and information sharing across digital channels including a virtual careers service. We will be undertaking research to identify the aspirations of school leavers and we will use this information to shape additional support interventions.

When will performance be back on track?

The performance of these new services will be monitored throughout the 2019-20 reporting year.

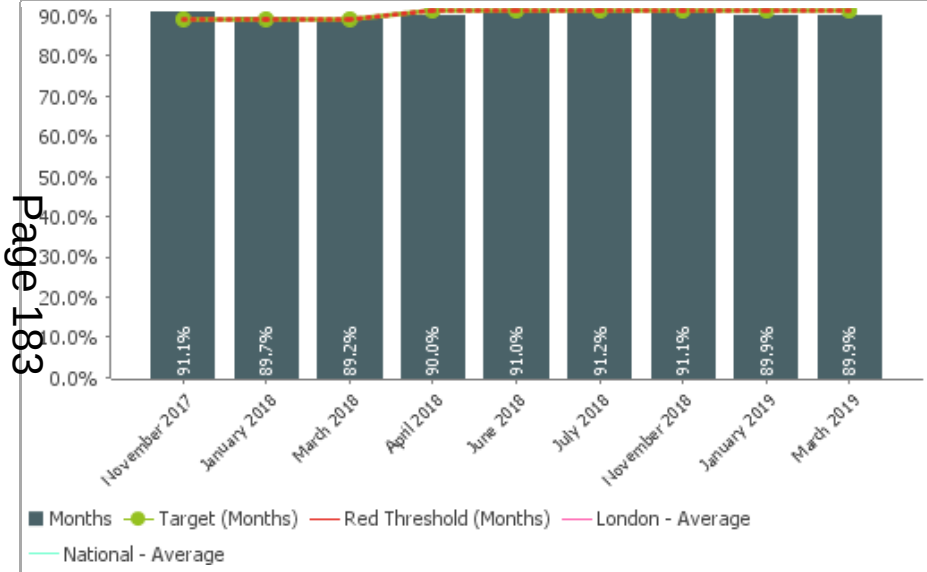
M1.1 Pupils who are attending school regularly

This indicator measures the proportion of primary and secondary school pupils who attend school regularly. Regularly is defined as attending 90% of the time.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	March 2019	-	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	No	91.3%	89.9%	Red

Performance data trend chart



Latest note

Why is performance off target?

The latest attendance data for March, covering the academic year 2018/19 to date, was only 0.4% below the ambitious target of 91.3% set for 2018/19 (it should be noted that the target and minimum expectation are the same for this indicator). It should also be noted that the 2017/18 outturn (based on the academic year) for Tower Hamlets was 90.6%, the second highest rate in Inner London, and above the national average of 88.8%.

What actions will be taken?

The Attendance and Welfare Service continue to provide support to improve school attendance and maintaining high attendance rates is a continuing focus for schools.

Who is doing this?

The Attendance and Welfare Service and schools will continue to work on reaching this performance target.

When will it be back on track?

Attendance remains high, and it is expected that there will be a return to the previously reported strong performance later in the academic year.

Strategic plan delivery

RAG		Activity	Latest note
✓	**Activity 1.1**	We will deliver a range of ESOL, basic skills, apprenticeship & employment initiatives across the borough to help residents into work, including those from disadvantaged groups, and to our most vulnerable groups for whom we have a statutory responsibility	This year 575 residents have gained job outcomes as a result of interventions by the WorkPath service and a further 538 residents were supported into a job by one of our partners in the wider WorkPath partnership. We aim to support young people to access the labour market by maximising the creation and take up of apprenticeship opportunities. 534 young people have gained an apprenticeship or employment this year through the help of Young WorkPath. We have appointed an Apprenticeship Generation Manager to help us deliver the Mayor's apprenticeship commitment of 1,000 over the course of his Mayoralty. One of the ways we are supporting residents to be job ready is by introducing the Basic Key Skills Builder (BKSB) test. This test assesses skill levels for English, Maths, and Information & Communication Technology (ICT). Undertaking the functional skills assessment, and identifying existing skills and aspirations allows for relevant course placement and sector targeting. Since November 2018, 194 clients completed the assessment and the results have been used to enhance the training and support package we have provided for them. An additional 85 residents have undertaken the pre-employment 'Working Start' programme which provides targeted support for women in health care, residents aged 50+ and childcare. The Young WorkPath is delivering a full range of information, advice and guidance, and employability programmes with a focus on supporting young people who are risk of not being in education, training or employment (NEET). We are running engagement, referral and support activities directly and in partnership with New City College and South Quay Colleges, special educational needs (SEN) department and schools.
✓	**Activity 1.2**	We will develop and deliver the Growth Strategy, including a programme of support for local businesses	We have developed a new Growth and Economic Development (GED) Plan which aims to drive improvements in employment for local residents and support the conditions of growth for business. In partnership with Hackney Council, we have been successful in our bid to the London Legacy Development Corporation for funding to establish a Creative Enterprise Zone (CEZ) for Hackney

RAG	Activity	Latest note
		Wick and Fish Island. The CEZ will bring investment into the area which is aimed at protecting and strengthening this established creative community. The project is likely to involve an element of funded business support, the scope of which is currently being determined in discussions between local stakeholders, the council and the GLA. As part of the CEZ we will explore the provision of affordable workspace, business support to the cultural and creative industries, as well as help for local people looking to access opportunities in the creative sector. This year we delivered a range of enterprise support projects to businesses to support our thriving local economy. 530 businesses received support through the enterprise and business support programmes commissioned by the Council. We also helped several enterprises to find suitable accommodation. And we provided grants and assistance for businesses to improve their retail and marketing performance. Collectively businesses have told us that they have generated approximately £8.2m in increased sales as a result of this support.
	Activity 1.3 We will implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wi-Fi	Our new High Streets and Town Centres Strategy was adopted by Cabinet in October 2018. The Strategy sets out our approach to improving the competitiveness of key local high streets and town centres in the borough and how we aim to create vibrant, dynamic and sustainable places. Throughout the year we have been making improvements to the markets and town centres in the borough, including Middlesex Street, Petticoat Lane, Brick Lane and Bethnal Green Market. Some of the projects we have been working on include: creating pleasant walking routes around the Queen Mary London University campus at Mile End; installing more aesthetically pleasing shutters on Council-owned shops; reducing graffiti; improving cycle storage; and progressing plans for the Banglatown arch in Brick Lane. These works have been undertaken as part of our Thriving High Streets programme which is now 80% completed. We have secured funding from the GLA to deliver the remaining 20% of improvement works in the next six months. We are revising our plans for a programme of improvements to Whitechapel market and the surrounding retail environment as a result of funding decisions by TfL because of the Crossrail delays. As a result we have made a bid to central government for funding to contribute to a comprehensive street makeover.

RAG	Activity		Latest note
			Following legal challenges experienced by other local authorities in taking forward free Wi-Fi, we will be exploring alternative routes to deliver town centre Wi-Fi and improved digital access for residents in our high streets. In the meantime, we will continue to deploy free public Wi-Fi for residents, visitors and guests to public buildings such as; Idea Stores, libraries, children's centres, community & day centres, youth centres and council offices.
	Activity 1.4	We will work with partners to improve educational attainment and progress for our children and young people	We have completed our consultation to identify spending priorities for the DfE Special Provision Fund grant. The funding will be used to make mainstream provisions more accessible, expand specialist provision, and to develop new resource bases within mainstream schools. A number of expansions have already been planned. Additional work has also been undertaken to improve nursery school support including improving access to Speech and Language Therapy. We have also been working to improve the number of post 16 places available for pupils with special educational needs and disabilities. The external review of provision for pupils with Social, Emotional and Mental Health needs has been completed. Following on from this review we will look at working with specialist providers, mainstream schools and Alternative Provisions to ensure capacity and pathways for all pupils with SEMH needs. A proposal is already being developed to expand Bowden House. The council is also working with Phoenix and the DfE to develop Phoenix College which will provide a new 16-25 provision for pupils with communication and interaction needs. The actions in this area are not yet complete due to the time required to develop the new provisions. We have been working to ensure that we have identified those pupils with the potential to reach the higher standards in all subjects at Key Stage 1. A conference for Year 2 teachers was held which focused on using data to identify groups in need of further support, this included looking at providing challenge for those pupils who are more able. Subsequently leadership consultants have visited all schools and supported with the identification of more able pupils. We have taken a number of other actions to continue to drive high attainment in our schools. Support materials on language structures to support problem solving and reasoning have been trialled and have now been shared with schools to strengthen teacher subject knowledge in reasoning and problem solving in mathematics in Key Stages 1 and 2. Additional support is being provided to schools to prepare for the introduction of the Key Stage 2 times table tests; schools have been notified about the pilot that will be available for Summer 2019 and the maths consultant

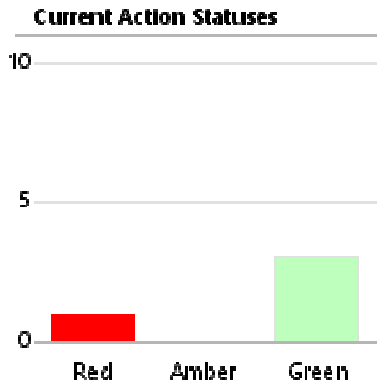
RAG	Activity		Latest note
			is encouraging participation. In addition subject networks and a Post 16 and Curriculum Deputies network have been set up to help reduce variation in outcomes at Key Stages 4 and 5. Schools have also been able to get support in this area from leadership consultants.
	Activity 1.5	We will ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets	• We have mapped out the need for future childcare and early education spaces using our Childcare Sufficiency Assessment. The 2017/18 Assessment was used to secure £0.964m of capital funding. The 2018/19 Assessment will be published as planned in May 2019. • The Mayor's Early Years Summit was held on 30th November 2018. We have used the outcomes from the summit to help develop the council's services, commissioning and approach to early childhood education, care, training and employment.

Outcome 2 Children and young people are protected so they can realise their potential

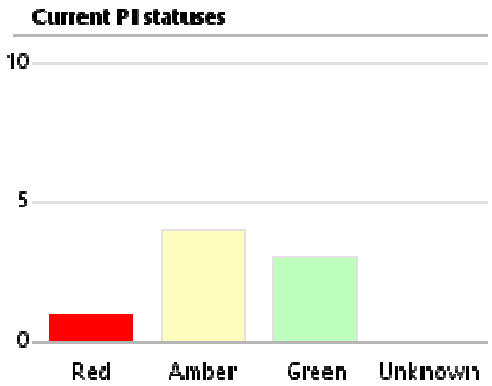
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes. We are on a journey of improvement in our Children's Social Care Services and despite making significant progress we are not complacent about the challenge ahead. We will continue to prioritise early intervention and prevention through our work on early help, ensuring effective safeguarding and tackling inequality. We will support the recruitment and development of highly skilled workers to support our children, young people and their families. Thousands of our young residents (aged 12-19) will continue to have free access to activities, including sport, games, arts, music, at state of the art facilities including our youth hubs.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

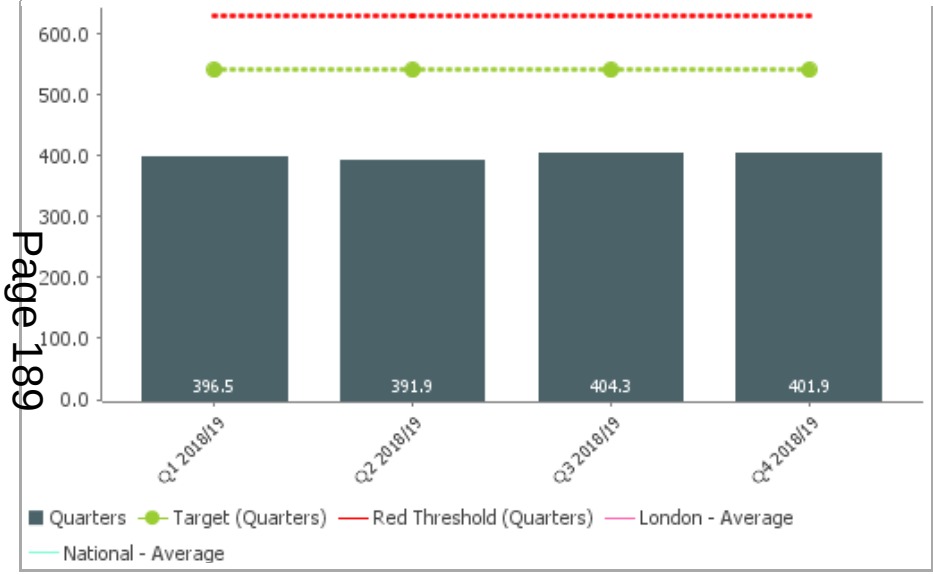


M2.2 Time to adoption

This measure looks at the average number of days it takes from a child being taken into care to moving in with an adoptive family.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q4 2018/19				
Lead officer	**Type**	**Contextual measure**	**Target**	**Actual**	**RAG rating**
Divisional Director, Children's Social Care	Strategic	No	540.0	401.9	Green

Performance data trend chart



Latest note

This measure has met the target set.

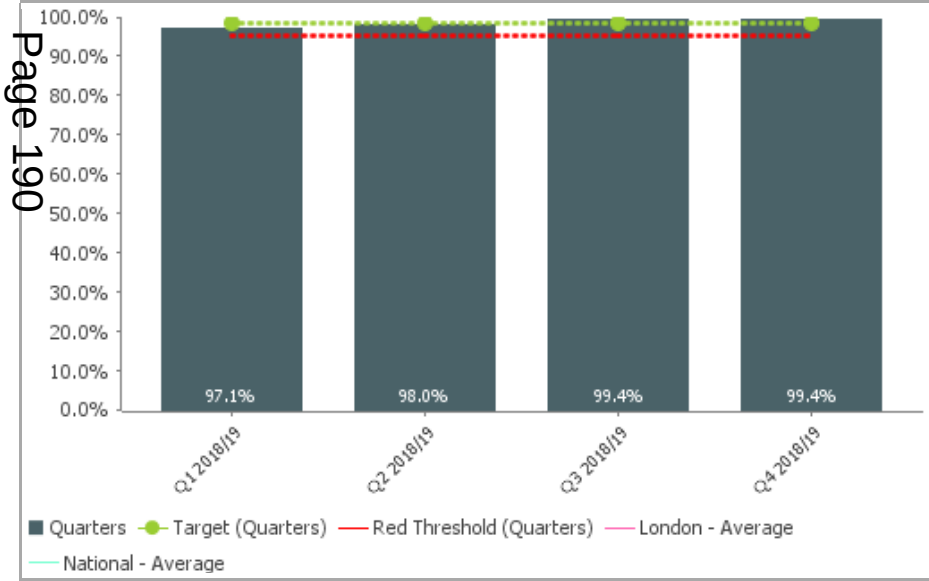
M2.4 Timeliness of child protection reviews

The government has set statutory timescales within which councils have to complete child protection reviews. This measure looks at the percentage of reviews which have been completed within the required timescales.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	Q4 2018/19	–	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Children's Social Care	Strategic	No	98.5%	99.4%	Green

Performance data trend chart



Latest note

This measure has met the target set.

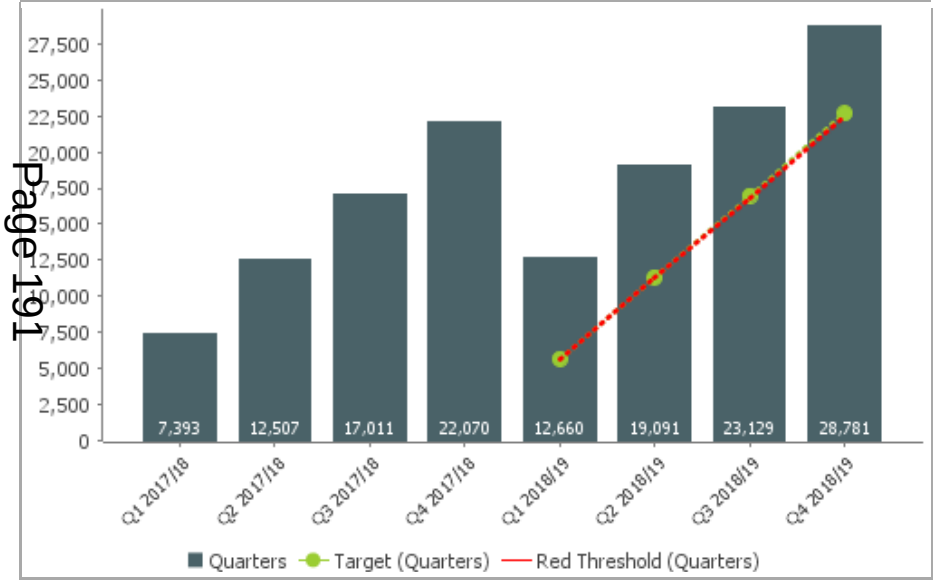
M2.6 Number of individual children and adults who have visited the Council's children's centres

This measure is an annual cumulative count of the individual children and adults reached by the council's children's centres. It is not a count of visits but of individual users.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q4 2018/19	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	No	22,670	28,781	Green

Performance data trend chart



Latest note

Target exceeded.

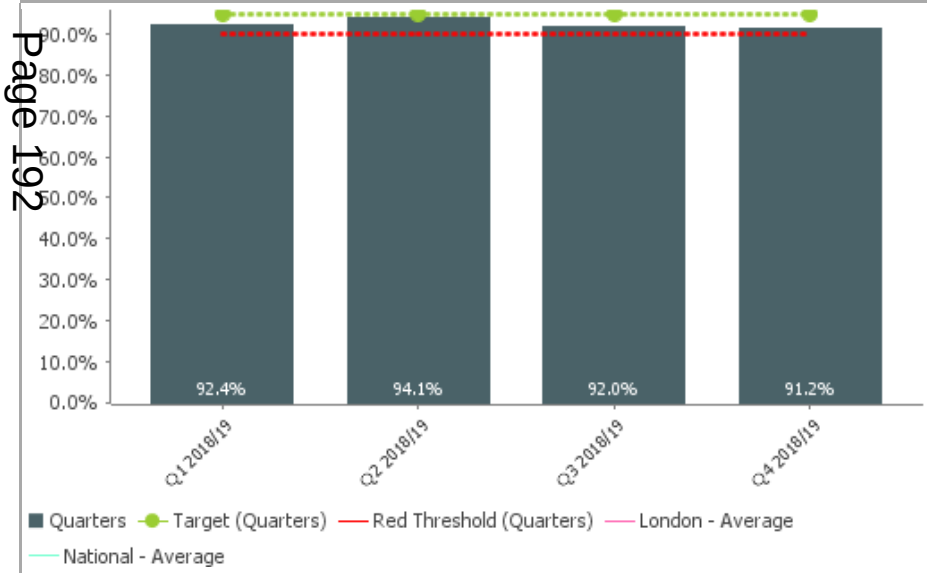
M2.1 % of children's social care single assessments completed within 45 days

Children's social care single assessments are expected to be completed within 45 days. This measure looks at the percentage of assessments completed within the expected timescales.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	Q4 2018/19	↓	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Children's Social Care	Strategic	No	95.0%	91.2%	Amber

Performance data trend chart



Latest note

Why is performance off target?

The Local Authority continues to ensure decisions are made within children's timeframe to consider future harm or likelihood of harm which informs the assessment and intervention plans. We made noticeable progress on this measure when compared to the outturn for the previous year and met our minimum set target of 90%. This is despite an increase in the number of assessments completed during the year; we completed 5,371 assessments during 2018/19 compared to 4,961 in 2017/18.

What actions will be taken and who is doing this?

The Children Social Care Assessment teams will continue to ensure that assessments of children in need are carried out in a timely manner with an aim to achieve the aspirational target of 95%.

When will performance be back on track?

Performance in this area will continue to be monitored closely in the 2019-20 reporting year.

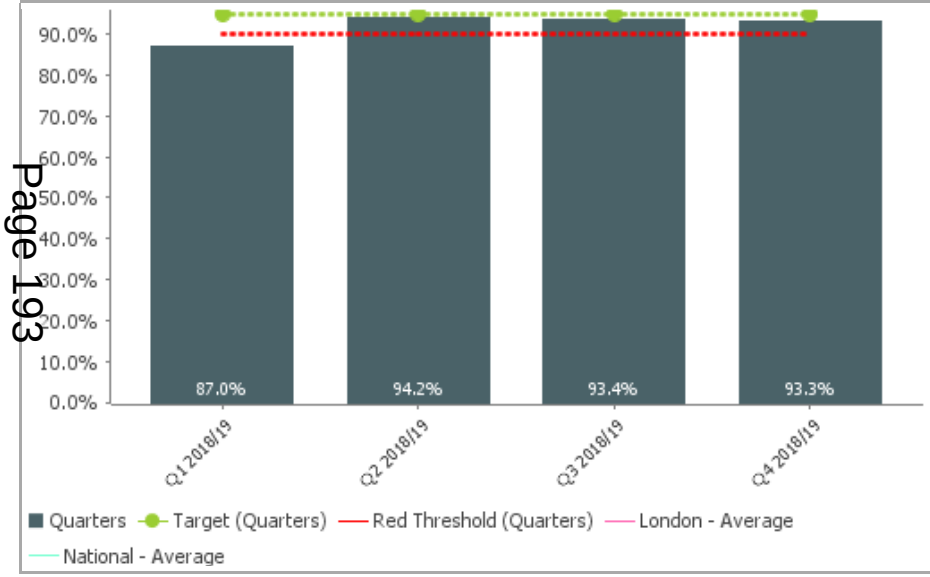
M2.3 % of children with a child protection plan receiving a child protection visit within the past 4 weeks

All children with a child protection plan are expected to be seen by a social worker at least once every four weeks. This measure looks at the percentage of children with a child protection plan who have been visited in the last four weeks.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	March 2019	↓	↓

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Children's Social Care	Strategic	No	95.0%	93.3%	Amber

Performance data trend chart



Latest note

Why is performance off target?

It should be noted that performance on this measure in the last six months has consistently been over the minimum target of 92%, and in some months we have met and exceeded the overall target of 95%. Throughout Q4, there were noticeable increases on the number of children subject of protection plans and this would have possibly contributed to the target not being met.

What actions will be taken and who is doing this?

The Children Social Care service will continue to monitor this area to ensure children subject of protection plans are indeed visited in a timely manner.

When will performance be back on track?

Performance will continue to be monitored closely in the 2019-20 reporting year.

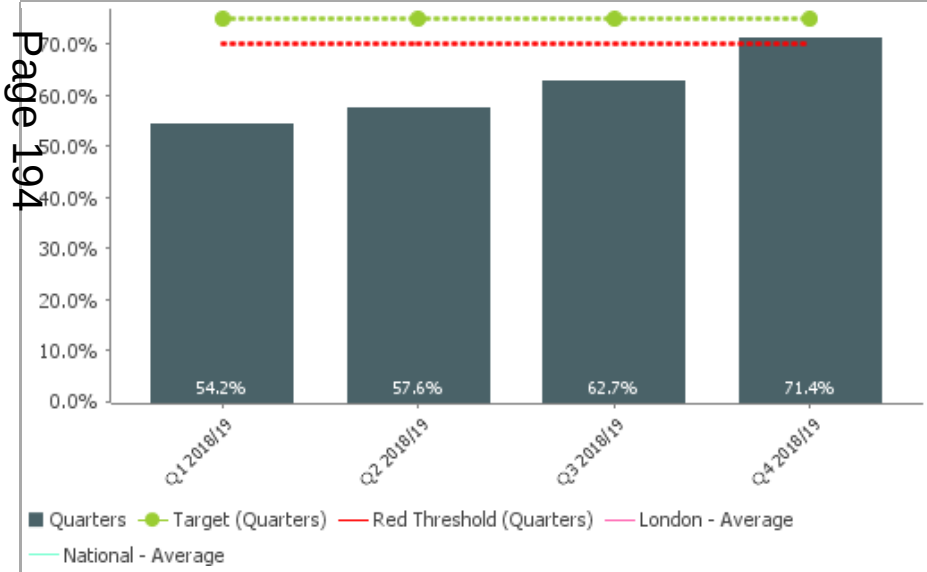
M2.7 Care leavers in employment, education or training

This indicator measures the proportion of 17 to 21 year old care leavers who are in Education, Employment or Training (EET). The measure is based on tracking the progression of care leavers in the age group.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	Q4 2018/19		

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Children's Social Care	Strategic	No	75.0%	71.4%	Amber

Performance data trend chart



Latest note

Why is performance off target?

We have made noticeable progress during Q4 on this target. We achieved a performance of 71.4% which is an improvement on the Q3 figure and above our minimum set target of 70%. We have not met our aspirational target on this measure for reasons that some young people are hard to reach during what is a difficult transitional time.

What actions will be taken and who is doing this?

The new 'Through Care' service was launched in April 2019 and will be pivotal in our overall response to improving outcomes for our Care Leavers. There will be focused work and links built with key organisations and partners in ensuring targeted care leavers are in education, employment or training. In addition a post 16 Electronic Pupil Education Plan (EPEP) has been created and launched with full training for staff. A post 16 education worker will also be embedded in the Virtual School; these changes will ensure a continuity of approach along the full educational journey.

When will performance be back on track?

It is anticipated that the targeted work will begin in May 2019, and monitored throughout the 2019-20 reporting year.

M2.8 % of users who regularly attend youth services

This measure is the percentage of all youth centre users who attend regularly. Regularly is defined as meaning five attendances or more. The measure looks at attendance from the beginning of the financial year to date.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q4 2018/19	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	No	57.0%	47.3%	Amber

Performance data trend chart

Latest note

Why is performance off target?

The service reached 7,671 young people (contacts) by the end of Quarter 4, around 31% of the target population. The National Youth Agency (NYA) recommends that a target of 25% of the youth population should be reached by Youth Services, a target we have exceeded. The number of young people participating regularly in Youth Service activities is broadly in line with what we would expect based on the NYA's guidelines and our population figures. However the percentage of those reached who attend regularly has not met the challenging target of 57%, in part because of the high number of contacts recorded. It should be noted that the performance for 2018/19 is above that recorded for 2017/18 which was 43.1%. There were also more young people regularly attending; 3,632 young people were recorded as regularly attending by the end of Q4 2018/19 compared to 2,795 by the end of 2017/18.

What actions will be taken and who is doing this?

The Youth Service are continuing to focus on converting contacts into participants.

When will performance be back on track?

All participants are expected to re-register for the new financial year so the performance in this area will continue to be closely monitored as the year progresses.

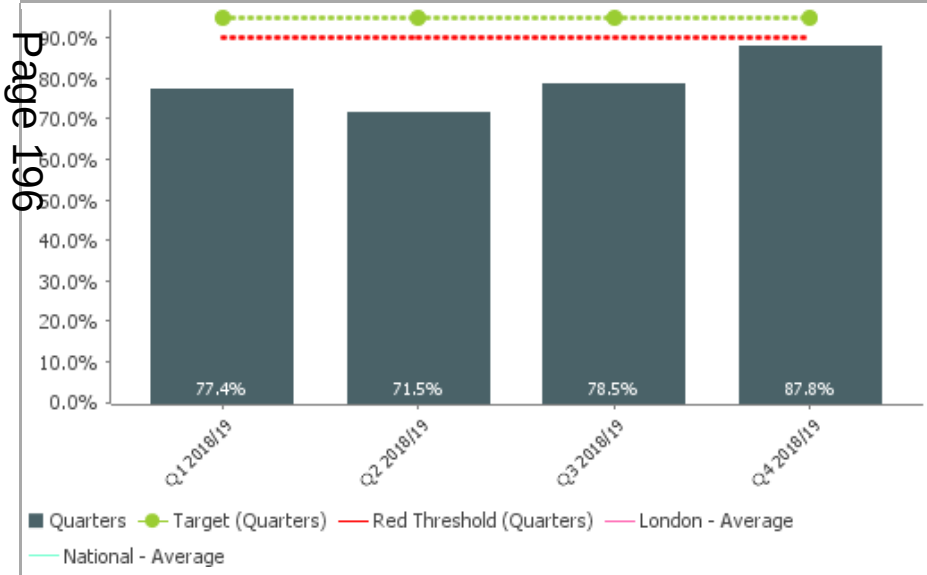
M2.5 % of children in need visited within the last 4 weeks

All children in need (CiN) are expected to be seen by a social worker at least once every four weeks. This measure looks at the percentage of children in need who have been visited in the last four weeks.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q4 2018/19	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	87.8%	Red

Performance data trend chart



Latest note

Why is performance off target?

Throughout Q4, there were noticeable increases in the number of children referred to Children Social Care for an assessment of needs. This could have contributed to visit timeliness being missed on a number of cases. Although we have not met target for this measure, it should be noted that we made noticeable progress during Q4 when compared to the previous quarter because performance improved to 87.8% as a result of strong management challenge.

What actions will be taken and who is doing this?

The Children Social Care service will continue to focus and monitor this area to ensure child in need visits are carried out in a timely manner.

When will performance be back on track?

Performance in this area will continue to be monitored closely in the 2019-20 reporting year.

Strategic plan delivery

RAG		Activity	Latest note
	Activity 2.1	We will redesign services to ensure children and young people are safeguarded effectively and can access the right service at the right time to stop their needs escalating	We launched the Early Help Hub in October and a new free Early Help training programme is in place to ensure that council staff and partner agencies have the necessary skills to support families, in line with our Early Help Strategy. We also developed a new youth offer which was produced in consultation with young people, parents and community stakeholders. In addition a range of services are working together to plan and deliver safety initiatives for school streets for 50 primary schools, with actions being tailored to the individual issues identified for schools. We have worked with partners to ensure that the most appropriate services are delivered to the most vulnerable children with a focus on collaboration, whilst minimising duplication. We have also redesigned our commissioning and reporting tools to better capture the outcomes that our services deliver, there have already been clear successes with this revised approach with insights being generated that will inform future commissioning activity.
	Activity 2.2	Improve our engagement with children and young people so they feel empowered and included in decision making	We have carried out a number of consultation activities with children and young people throughout the year, including work on the priority areas for the new Children and Families Partnership Strategy. Consultation work with young people shaped the four key outcomes for the Youth Service which have now been embedded within the Youth Service contracts. The Youth Voice Counts event, our annual engagement event, has now been scheduled for Wednesday 17th April 2019. The Participation Team is leading this piece of work with the newly elected young mayor and their five deputies. The majority of commissioning activities in 2018/19 included consultation or co-production with children and young people to ensure their voice was meaningfully heard, for example young people contributed to the scoring exercise for the Advocacy and Return Home Interviews tender. Work has been undertaken during the year to set up a Young Commissioners Team (YCT). The recruitment and training of Young Commissioners will commence in Spring 2019, the team will contribute to commissioning exercises undertaken in 2019/20. The children with disabilities team (CWD) continues to roll out the use of personal budgets via direct payment for the support of children with disabilities. Social care and health piloted a small

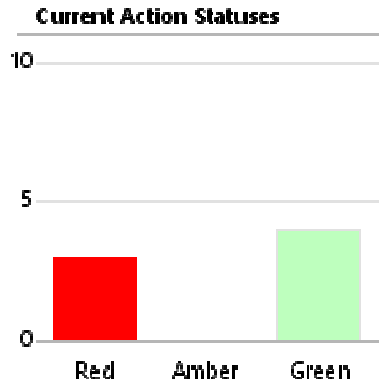
RAG		Activity	Latest note
			number of children to be provided support through a single direct payment, which was successful.
	Activity 2.3	Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets	The Multi-Agency Exploitation Team works effectively with the Community Safety and Youth Justice teams, the police and others to tackle all forms of exploitation. Daily briefings are used to gather and share intelligence, disrupt perpetrators, and prevent violence and gang related activity. The team is co-located with a gangs co-ordinator, child sexual exploitation co-ordinator, representatives from St. Giles Trust, and the Metropolitan Police gangs unit.It continues to demonstrate its value in keeping young people safe and in improving the quality of information to guide threshold decision making.
	Activity 2.4	Develop a social work academy, incorporating our new model of social work, to ensure we have a strong, sufficient and effective workforce	We launched our Social Work Academy on 5th December 2018 with attendees from children's social care, partner universities and other agencies, following on from the commencement of the academy in October. The Academy will deliver a three year programme to support our newly qualified social workers so that Tower Hamlets becomes one of the best places to be a social worker. Our Children's Services Workforce Strategy Group includes a broad range of initiatives that are designed to tackle the challenges of reducing overall turn-over of staff and reduce reliance on Agency staff. Our focused recruitment campaign has been successful; we exceeded our target for the recruitment of experienced social workers before the end of the financial year. We also exceeded our target for the conversion of agency workers to permanent members of staff.

Outcome 3 People access joined up services when they need them and feel healthier and more independent

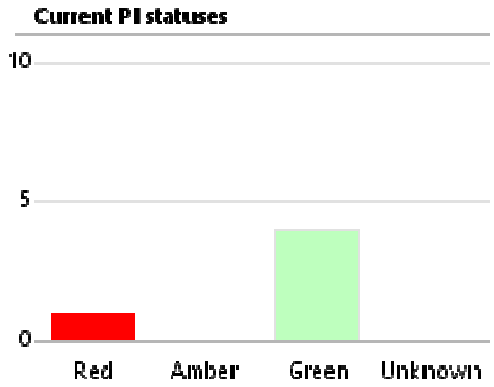
Good health is important for wellbeing but we know that our population experiences some of the lowest healthy life expectancy in the country. Childhood obesity levels in Tower Hamlets are significantly higher than national levels, and there is evidence of widespread nutritional deficiencies. Obesity in adulthood is also prevalent as are conditions such as cancer, circulatory and respiratory disease.
Risky behaviours such as illegal drug use also impact on health and longevity. There are relatively high numbers of residents with a learning disability or with a serious mental health condition. The older population of the borough is relatively small but growing, and we expect demand for social care to increase in future. We want to address the wider determinants of physical and mental health to prevent health issues from occurring. When they do occur, we want to intervene at an early stage and empower people to be as independent as possible. To this end we will promote healthy lifestyles and work to ensure that when people do require care and support, it is readily accessible, of the highest possible standard and personalised to meet individual need. We will work closely with partners in the local NHS through the Tower Hamlets Together (THT) partnership to integrate adult social care, children's social care and health services to offer more holistic and effective care to residents and to give people greater control over their daily lives and the services they access.
Sporting and cultural activities are also a key to health and wellbeing across all ages and communities and the council will aim to deliver and facilitate programmes and events in good quality, accessible facilities.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



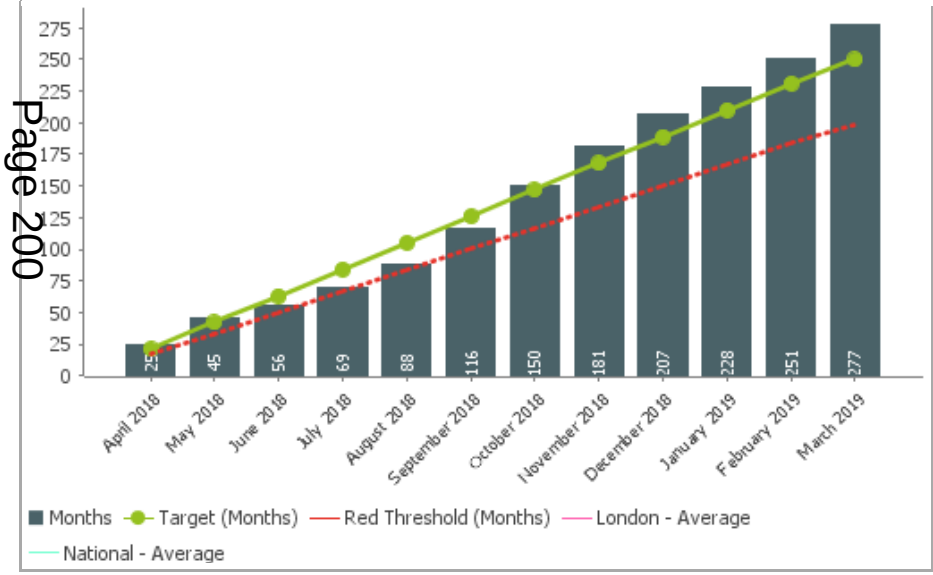
M3.2 Carer Assessments completed in current year to date

This measure is a count of carer assessments completed in the year to date.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	March 2019		

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	No	250	277	Green

Performance data trend chart



Latest note

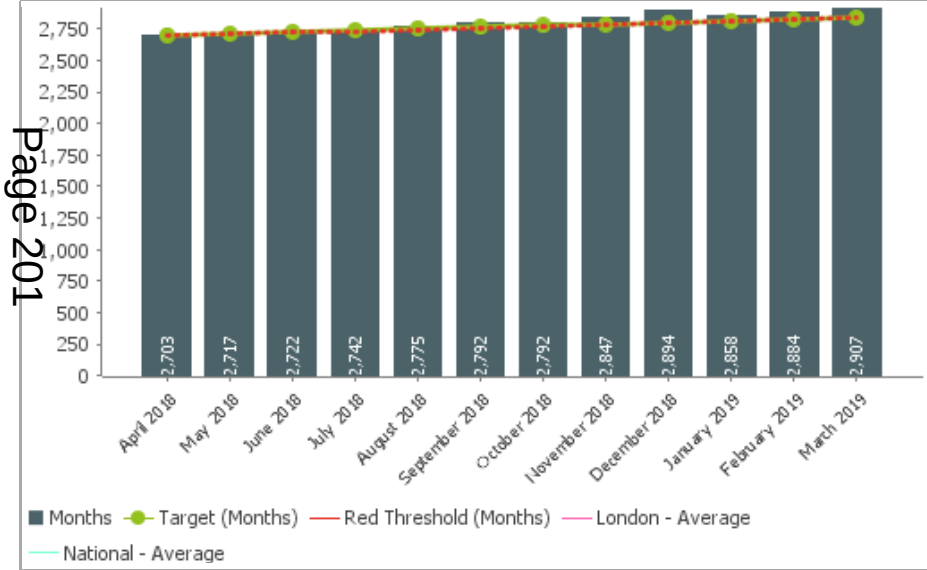
Annual target exceeded.

M3.3 Residents supported by assistive technology

This measure is a count of the number of residents currently supported through assistive technology. The measure is a snapshot, which means the figure is the number of residents supported at a specific point in time. Assistive technology includes a range of physical and technological aids and adaptations that enable people to remain independently in their homes for longer.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Adults, Health and Wellbeing	March 2019			↑	↑
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Adults Social Care	Strategic	No	2,840	2,907	Green

Performance data trend chart



Latest note

Annual target exceeded.

M3.4 Long-term support needs met by admission to residential and nursing care homes, per 100,000 population for 65+ (ASCOF 2A Part 2)

This measure looks at the proportion of older people receiving long-term support by being admitted to residential or nursing care. The measure is a national indicator which is calculated as a ratio per 100,000 residents over the age of 65 and is based on all admissions for the year to date.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Adults, Health and Wellbeing	March 2019				
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Adults Social Care	Strategic	No	499.00	304.21	Green

Performance data trend chart

Latest note

Annual target exceeded.

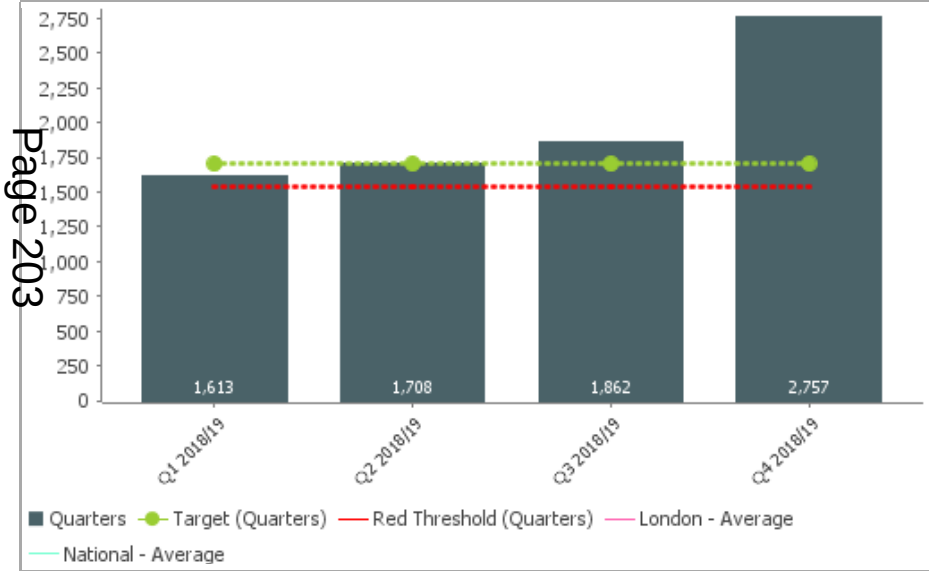
M3.5 Number of NHS Health Checks completed in quarter for patients aged 40-74

This measure is a count of the number of patients aged 40 - 74 who attended their NHS Health Check. Everyone in this age group is expected to have an NHS Health Check once every five years. Targets are calculated on the basis that 1/5 of the population in the age group would be due to attend in any given year.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Adults, Health and Wellbeing	Q4 2018/19	↓	↓

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Director of Public Health	Strategic	No	1,703	2,757	Green

Performance data trend chart



Latest note

Target exceeded.

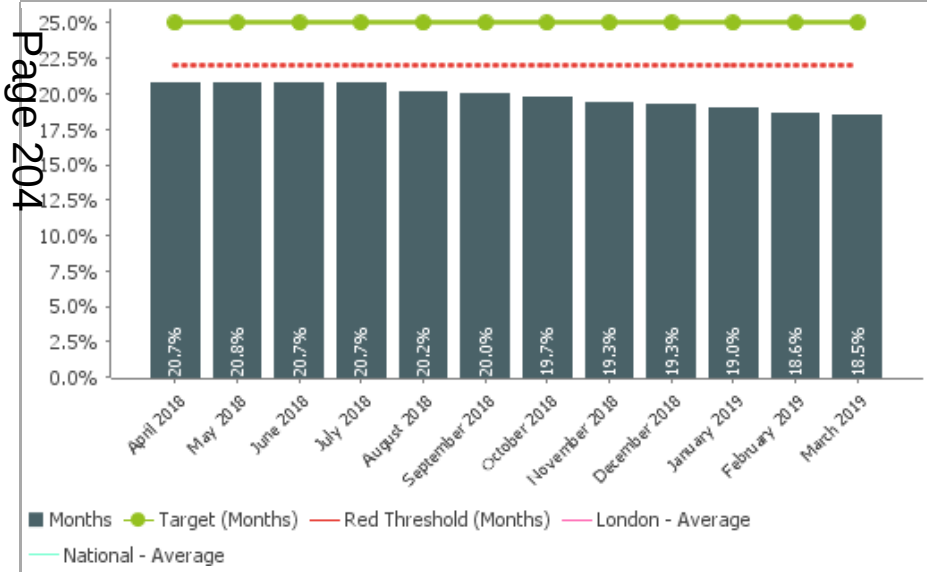
M3.1 Direct Payments for adult social care users and carers

Direct payments enable service users to structure and buy their care themselves through a budget allocated to them. This measure is the current percentage of people who are receiving their community-based care in the form of a direct payment. (ASC:1C part 2a)

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Adults, Health and Wellbeing	March 2019	↓	↓

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Adults Social Care	Strategic	No	25.0%	18.5%	Red

Performance data trend chart



Latest note

Why is performance off target?

The number of service users and carers receiving direct payments has remained relatively constant throughout the year though significantly below target levels. A number of issues throughout the year have impacted on performance including a longstanding backlog of cases awaiting services being set up following referral from brokerage to our previous external Support Service provider.

What actions are being taken?

A new Direct Payment Support Service contract has now been awarded and becomes operational in April 2019. There is a plan to have a new marketing drive in Q1 (2019/20) to increase the take up of Direct Payments with the introduction of the new Direct Payment Pre-Payment cards going live in April.

When will it be back on track?

It is anticipated that the pre-payment card will make direct payments simpler and more accessible and thus increase uptake. Performance is expected to improve during Q1 2019/20.

Who is responsible?

David Jones, Interim Divisional Director, Adult Social Care

Strategic plan delivery

RAG		Activity	Latest note
	Activity 3.1	We will empower adults social care users and carers by enabling them to exercise greater control over their care and support	We have both promoted and improved access to Direct Payment schemes. We completed a pilot for an extended offer of direct payment to carers and a revised carer's assessment promotes direct payments to medium or high needs carers. We have also awarded a new Direct Payment Support Service contract. For the next financial year, new prepayment card packages will be introduced in April to make it easier for carers to receive direct payments alongside a new marketing drive to increase uptake of this package.
	Activity 3.2	We will further develop the integration of health and social care services and pathways to ensure that people are cared for in the most appropriate setting	We have restructured our Adult Social Care service into four geographic localities, mirroring the structure of healthcare teams. We continue to embed this model, which has been fully costed. We will continue to integrate services in the upcoming financial year by moving to a formal "Joint Committee" that will act as the main financial vehicle for enhancing integrated commissioning. Final draft proposals and pooled budget areas are going to be presented to the Director of Integrated Commissioning at the end of April.
	Activity 3.3	We will support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down	We have improved carers support and training. We have developed a contract with the Carers Centre that began in December and purchased two resources from Carers UK to support both carers and employers. Furthermore, we completed a pilot of a new carer needs assessment in November. We will review this pilot in the upcoming year with stakeholders to develop workshops for adult social care staff so they become more familiar with using the assessment. In April 2019 we launched The Carer's Academy which provides an annual training programme as well as consistent support. A draft guidance for staff, carers and providers is on track to be published in summer 2019 to support a whole systems approach.
	Activity 3.4	We will prevent and tackle loneliness and social isolation	We are currently operatingLinkAge Plus from locations across the borough giving residents over the age of 50 access to a variety of activities and a dedicated outreach service to help prevent social isolation and improve physical and mental well-being. We also provide lunch clubs for older

RAG		Activity	Latest note
			residents across the borough as well as five day services, giving residents the opportunity to go and socialise with other residents in their local area. We are also working with local residents, community groups, and other stakeholders to produce a new look day service provision in 2019, with key elements such as increased outreach and access to financial and benefits advice at the top of the agenda for this. We have also delivered more than 190 Book Break sessions since April across our Idea Store network, following the National Reader Organisation model for therapeutic reading groups to improve mental well-being.
	Activity 3.5	We will drive innovation and promote independence by utilising technology to support vulnerable adults and carers	We have increased the number of residents benefitting from assistive technology by 5.7% since April 2018 (2858 residents). We have also increased the variety of technologies readily available to residents from 5 to 12 devices. They range from medication alarms, distress pendants to motion sensors sensitive to falls. In particular, we introduced a new devices to assist residents with Parkinson's Disease by preventing falls and assist in their movement. To promote these new developments, we opened the Independence East demonstration facility to allow residents to experience the available range of assistive technology and to provide training to all our social care staff. In the next year, we will establish the Equipment Hub, which will deliver assisted technology, additional information and advice and the trusted assessor programme.
	Activity 3.6	We will reduce levels of poor nutrition, overweight, obesity and dental carries in children and young people	Work is underway on the development of a children's healthy weight strategy following on from the insight gained from the JSNA factsheet and other analytical work. The next steps are a series of Outcomes Based Accountability workshops that will be held with key partners in April and May 2019. Alongside this we have been carrying out a number of activities to improve child health in partnership with our local schools. We have completed an informative schools dashboard and this has been successfully piloted with selected schools. The dashboard will be rolled out to all schools in 2019. We have successfully supported the Healthy Mile programme, a health promotion project to encourage primary school children to undertake at least 15 minutes of exercise per day so that they are more active and have improved health. We have the highest number of schools of any London borough participating in the programme. We hosted a pan-London workshop where representatives from boroughs across London, as well as Public Health England, attended to discuss a joint approach to the School Superzones Devolution pilot. Superzones are areas of 400m radius around secondary schools where action is

RAG	Activity	Latest note
		taken to protect young people's health and encourage healthy behaviours through targeted intervention. The Superzone's current proposal is to maximise the voice of the child through public realm developments; this will be developed further in 2019.
	Activity 3.7 We will improve our sport, cultural and recreational offer to residents	The Sport, Leisure & Culture Division organised an extensive summer programme of activities that attracted 19,351 attendances, in excess of 165 free activities were delivered over 853 hours during the six week period. To date 21 primary and secondary events have taken place as part of the School Games Programme. A Primary School PE and Sport Conference was also organised in March with 35 school representatives in attendance. The handover to the two School Games Organisers has taken place. The council maintains an advisory and monitoring role to help support the delivery of the programme.

Outcome 4 Inequality is reduced and people feel that they fairly share the benefits from growth

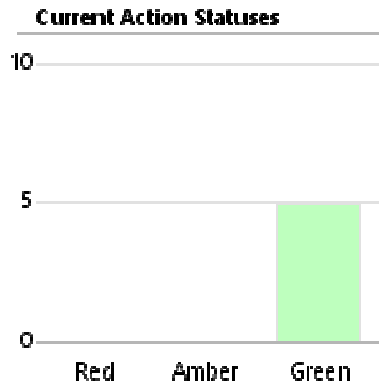
We want our residents to have opportunities and the support they need to be free from poverty and to enjoy the benefits of a prosperous borough. In Tower Hamlets the greatest inequalities are experienced by people in terms of their health, employment and housing. Poverty is often the underlying challenge and close to a third of children are living in families below the poverty line - the highest rate nationally and well above the London average. But people also experience systemic inequalities, needing support to improve their household income and to overcome barriers to having better health, career opportunities and decent housing.

The number of people claiming in work benefits has increased and Welfare Reform is estimated to affect over 40,000 (45 per cent) of all working age households in the borough.[1] Through our Tackling Poverty Fund we will continue to protect those residents struggling to make ends meet and provide more support for schemes to help residents out of poverty and into employment.

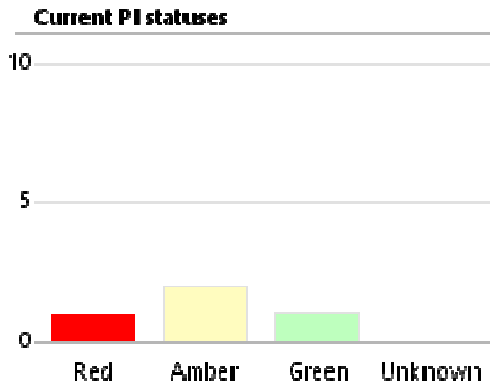
The benefit cap has made it very difficult for workless households to be able to find or maintain affordable accommodation within the borough. We will strive to improve access to affordable housing for residents through our actions to further increase the number of homes. Our adult learning and employment skills offer will include targeted provision for those furthest from the labour market, providing support towards decent employment for those in most need.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

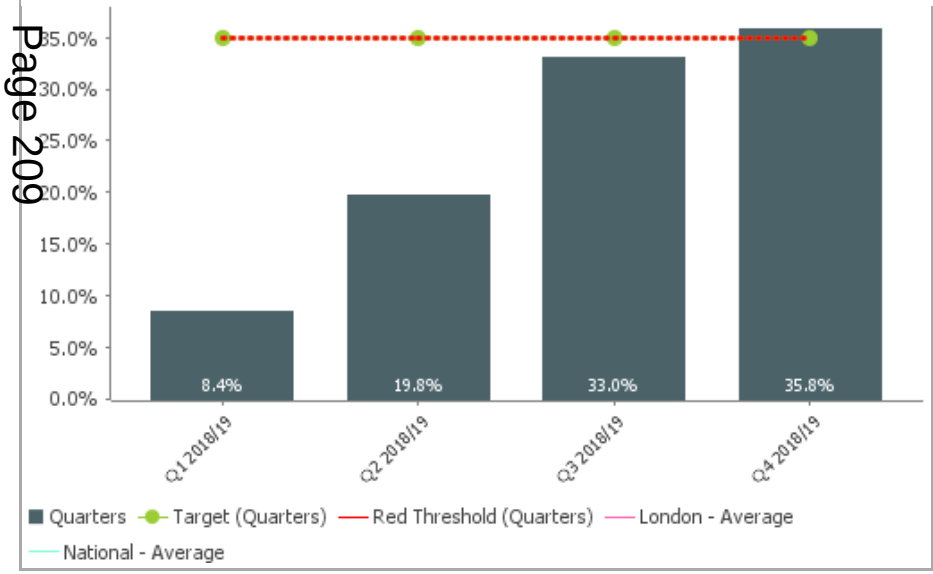


M4.4 Proportion of affordable housing secured through the planning process

The council has a policy that 35% of all habitable rooms in new developments of ten units or more are expected to be classed as affordable (below market rent or intermediate housing such as shared ownership). This measure is the percentage of habitable rooms classed as affordable based on planning permissions granted. The measure is cumulative and includes all relevant planning permissions granted in the year to date. This specific measure is not looking at affordable homes actually built but instead considers how effective the council is at requiring developers to meet their affordable housing obligations at decision stage.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q4 2018/19				
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Planning and Building Control	Strategic	No	35.0%	35.8%	Green

Performance data trend chart



Latest note

Target met.

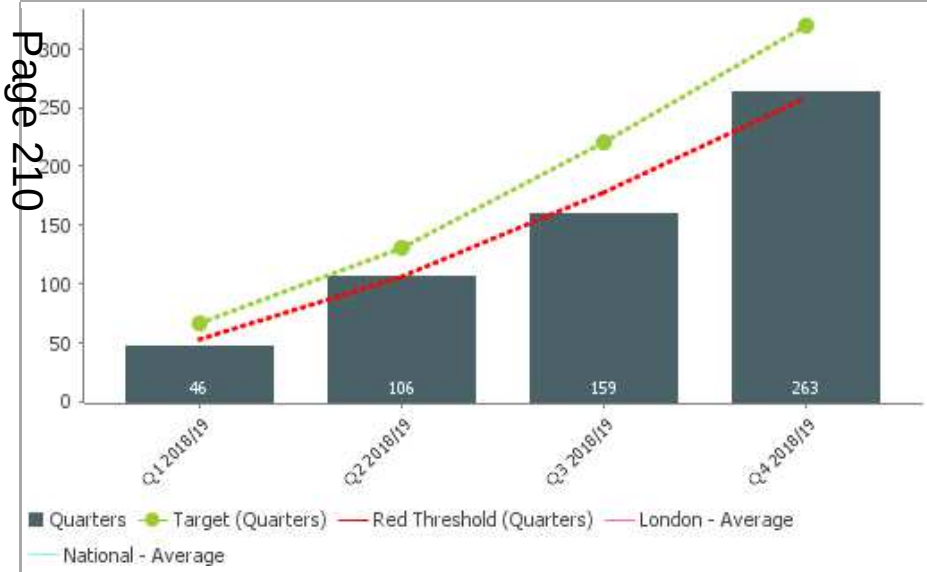
M4.1 Women supported into sustainable work

This measure is a count of the number of female residents supported into sustainable work through support from the council's WorkPath service. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q4 2018/19	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	320	263	Amber

Performance data trend chart



Latest note

Why is performance off target?
810 women engaged with the WorkPath service for the first time during 2018/19 resulting in 263 women supported into sustainable job starts. Of those, 215 women were from the BME community and 41 were lone parents. Whilst the target was not achieved, the minimum expectation of 258 was exceeded.

The WorkPath Service is focussed on those furthest from the labour market (i.e. long term unemployed and economically inactive residents potentially with multiple barriers to employment). Our measure records employment of 16 hours per week or more. This definition does not always reflect the needs of this particular group of residents engaged with the service as many are requiring a 'gentle' reintroduction to employment and/or more flexible employment due to other commitments such as childcare. The service achieved 66 (20%) additional job starts that did not meet the definition.

What actions will be taken and who is doing this?
Supporting residents furthest away from the labour market can be a lengthy process. The WorkPath service continues to provide support help remove barriers to employment.

When will it be back on track?
The service will strive to achieve future targets in 2019/20.

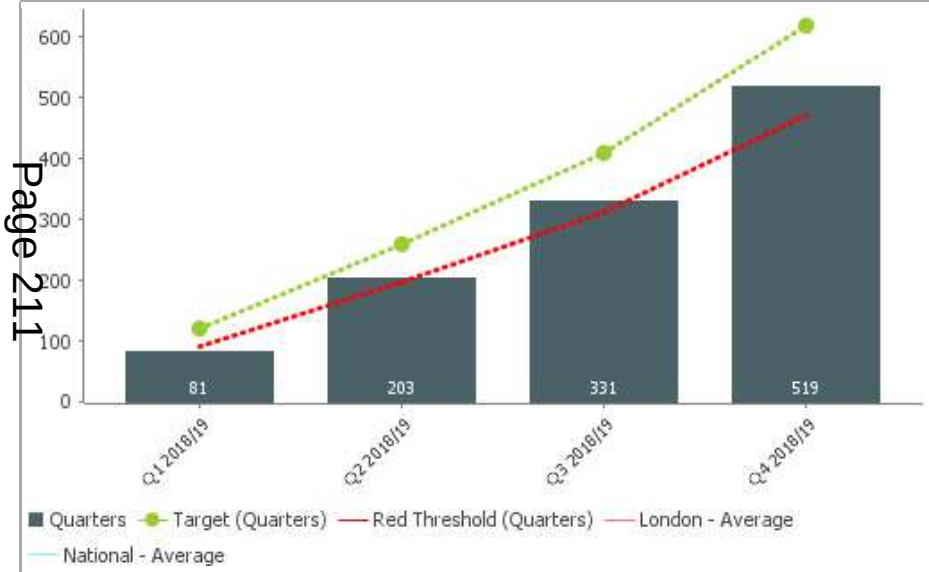
M4.2 Residents from BAME backgrounds supported into sustainable work

This measure is a count of the number of residents from Black, Asian and minority ethnic (BAME) backgrounds supported into sustainable work through support from the council's WorkPath service. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Work and Economic Growth	Q4 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Growth and Economic Development	Strategic	No	620	519	Amber

Performance data trend chart



Latest note

Why is performance off target?
1,482 BAME residents engaged with the WorkPath service for the first time during 2018/19 resulting in 519 sustainable job starts. A further 87 BME residents gained employment with support from the Service however these jobs do not meet our definition of sustainable. There are a further 62 job outcomes for which evidence of employment is being pursued.

The WorkPath Service is focussed on those furthest from the labour market (i.e. long term unemployed and economically inactive residents potentially with multiple barriers to employment). This definition does not always reflect the needs of this particular group of residents engaged with the service as many require a 'gentle' reintroduction to employment due to barriers faced (eg. lack of language skills or qualifications).

What actions will be taken and who is doing this?
Supporting residents furthest away from the labour market can be a lengthy process. The WorkPath service continues to provide support help remove barriers to employment. A Somali Community Development Officer was recruited in conjunction with Adult Learning during 2018/19 to support with the engagement and to promote ESOL as well as other opportunities offered through Idea Store learning and WorkPath.

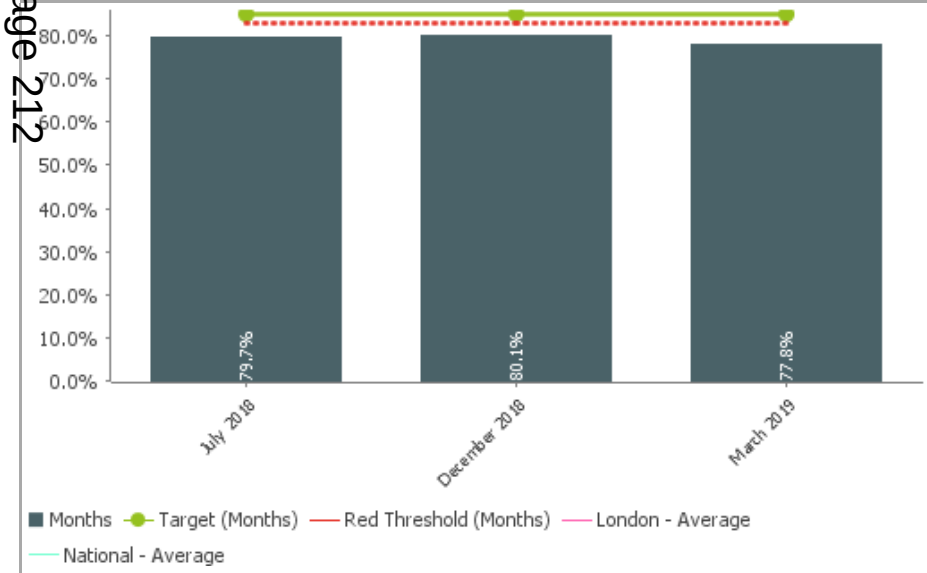
When will it be back on track?
The service will strive to achieve future targets in 2019/20.

M4.3 Adult learning reach

The council's Idea Store Learning service offers a range of courses aimed at raising skills and aspirations. The measure looks at the percentage of learners who are from the 30% most deprived postcode areas as identified though the national Index of Multiple Deprivation (IMD). The measure is calculated per term as the academic year does not line up with the council's corporate reporting year. There are only three points during the year when this measure is calculated - once at the end of each term. Learners attending multiple courses or learning activities are only counted once in each term.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Culture, Arts and Brexit	March 2019			N/A	
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Customer Services	Strategic	No	85.0%	77.8%	Red

Performance data trend chart



Latest note

Why is performance off target?
Quarterly performance for Q4 has dropped by approximately 2 percentage points from Q3 however, there has been a slight increase in the number of learners enrolled which has been offset by a slight reduction in the number of learners enrolled from deprived postcodes. Small variations amongst number of learners are likely to occur with different start patterns throughout the quarter. Although at 77% this measure is below target for the performance year, we can draw comparisons with the rest of London average of 35% and as a result we come out favourably.

What actions will be taken and who will be doing this?
This is a new indicator introduced in 2018/19 and the target was based on limited historic data and was very challenging indeed. Now that we have gathered one whole year of data and are able to understand our level of performance more accurately, we will re-baseline our target for 2019/20. In 2015/2016, 74% of Idea Store Learning learners came from the bottom three deciles of the English Indices of Multiple Deprivation. This demonstrates that performance has improved since then and that a target in the mid to high 70% region is more appropriate.

When will it be back on track?
We will continue to monitor performance against our revised target.

Strategic plan delivery

RAG		Activity	Latest note
✓	**Activity 4.1**	We will launch our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively	We have successfully launched our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively. Across 11 locations within the borough, 521 clients have been provided with assistance and over £200k of projected annual Universal Credit has been awarded. In addition, the Child Poverty Action Group (CPAG) has been commissioned to carry out a survey which will help the Council to better understand the impact of transition to UC on households with children. The use of such intelligence is key to our organisation providing a more tailored service to our customers and residents and will inform decision making in the future.
✓	**Activity 4.2**	We will run an awareness and engagement campaign for Universal Credit prior to its introduction in relevant postcodes and liaise directly with DWP on complex cases	The roll out of Universal Credit to residents in the borough has been delayed by the Department for Work and Pensions (DWP). In December the Council launched a new Residents' Support Scheme, replacing the previous Crisis Grant scheme. The scheme aims to support residents who are either in or at risk of being in crisis, are in need of immediate help and have no source of financial support available to them. As part of the service, we are signposting residents to other sources of support that may be available to ensure they can get the maximum help. This includes referral for advice/assistance with financial, debt and/or welfare benefits. We are offering advice and support services to households affected by the move to Universal Credit in 11 locations: Poplar and Hoxton's Job Centre Plus, Mowlem, Meath Gardens and Overland Children's Centres, Financial Health Centre, Poplar Food Bank, Look Ahead rehabilitation centre, Workpath, Idea Stores Whitechapel and Watney Market. Since October we have assisted 521 clients and over £20,500 in backdated Universal Credit have been claimed.
✓	**Activity 4.3**	We will use our planning powers to secure affordable and accessible housing within new developments	Our new Local Plan sets ambitious affordable and accessible housing targets. The plan has recently been reviewed by a Planning Inspector and we are consulting on modifications until 9th May. We continue to assess planning applications against existing policies and where decisions are made by the council, we have successfully secured high levels of affordable housing and housing that is wheelchair accessible.
✓	**Activity 4.4**	We will develop a broad adult learning and employment skills offer,	The WorkPath service and wider WorkPath partnership continue to support residents into employment. 519 black and ethnic minority residents, and 263 female residents were supported by

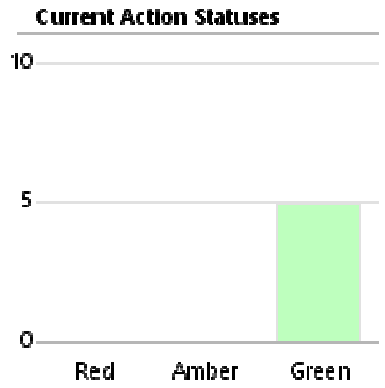
RAG		Activity	Latest note
		including targeted provision for those furthest from the labour market	the WorkPath provision into sustainable job starts so far this year. Of those, 135 were from a BAME background. A Somali Community Development Officer has been recruited in conjunction with Adult Learning to support with engagement and promote ESOL and other opportunities delivered by Idea Store learning and WorkPath. The courses are: vocational ESOL for Childcare; English and Maths for women in Health and Social Care; English and Maths for Working Start Childcare; and Focus on Health and social Care (Level 1 English).
	Activity 4.5	We will deliver the second phase of the Somali Task Force, including the establishment of a community hub with a Somali focus, and deliver a Somali graduate programme	Physical work on the new Somali Hub at Granby Hall has now started. The venue will be a new dedicated community space for cultural and community activities. The estimated completion date is November 2019. The Council provides mentoring support to Somali young people into jobs through a Somali graduate programme. 72 graduates are engaged in our Somali graduate programme and so far two graduates have secured an internship / work experience placement and eight have secured jobs. So far we have engaged 30 employers about this programme. With our partners at ELBA, we are providing mentoring support to help Somali young people into jobs through the Somali graduate programme. Around 90 graduates have engaged in the programme and around 50 are registered with the WorkPath and are being offered employment support such as receiving updates on live vacancies via London Works and external partners as well as interview coaching and access to application support and review.

Outcome 5 People live in a borough that is clean and green

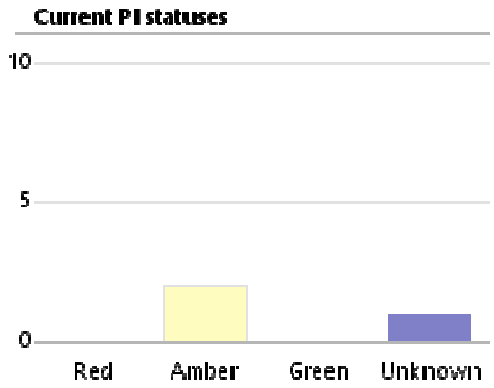
We want residents to enjoy a good quality of life in an environment that has a positive influence on everyone's health and wellbeing. To achieve this we must take further strides to improve air quality, reduce carbon emissions, tackle fuel poverty and become a more environmentally sustainable and attractive borough. Poor air quality causes 9,500 early deaths in London every year. In our borough, air quality is primarily affected by traffic fumes and construction.
We are committed to improving local are quality by implementing the actions set out in our Air Quality Action Plan.
A new Transport Strategy for the borough will improve transport options and reducing the impacts of traffic on our residents, making our borough one of the best in London for walking or cycling. Through our planning policy we will work to ensure major developments progress towards achieving zero carbon status, and the council's assets and housing stock is being made ever more energy efficient.
We want the borough to be clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement
when necessary.
We are committed to improving our recycling rates over the next four years and want to reduce the overall amount of waste produced, at the same time ensuring convenience and value for money in the way that our waste is collected and managed. A new strategic approach for waste management will boost recycling of waste from all sources, including on housing estates, and we will work to achieve zero waste for the borough's markets.
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



M5.2 Satisfaction with parks and open spaces

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who rate parks and open spaces as good, very good or excellent.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	2017/18	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Sports, Leisure and Culture	Strategic	No		68.0%	Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

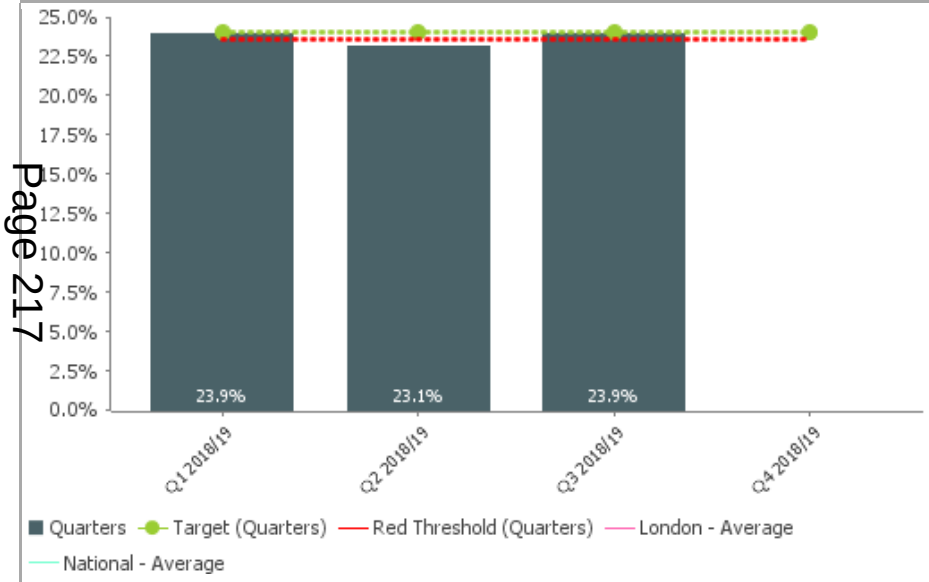
M5.1 Level of household recycling

The measure looks at the percentage of household waste which is sent for reuse, recycling and composting. The end of year figure is based on the cumulative totals for the whole year while quarterly figures relate to performance in the quarter only.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment	Q3 2018/19	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	No	24.0%	23.9%	Amber

Performance data trend chart



Latest note

Why is performance off target?

Q4 data is not yet available. In Q3 2018/19, 18,691 tonnes of household waste was collected and of that, 4,472.51 tonnes was sent for reuse, recycling and composting. This means that performance for the period October to December is just 0.1 percentage point below target. As the end of year outturn is based on the cumulative totals for the whole year, our performance in Q3 has helped to narrow the gap and the cumulative total for the year is now only 0.3 percentage points below target. Over the last year there has been a realignment in the way our partners calculate waste and recycling which will have had an impact on our performance.

What actions will be taken and who is doing this?

Some of the initiatives we are undertaking to improve recycling performance include: making improvements to the waste and recycling storage facilities of approximately 2,200 blocks of flats in the borough; introducing re-usable, machine-washable recycling bag; and are in the process of developing an estate-based recycling incentive scheme with community rewards.

When will it be back on track?

We expect to see an improvement in performance recycling levels as the revised

	collection rounds settle in and the improvements to the recycling arrangements on housing estates are established. The delivery of the actions within our recently adopted Waste Strategy will also contribute to improvements in recycling and help reduce waste arisings.

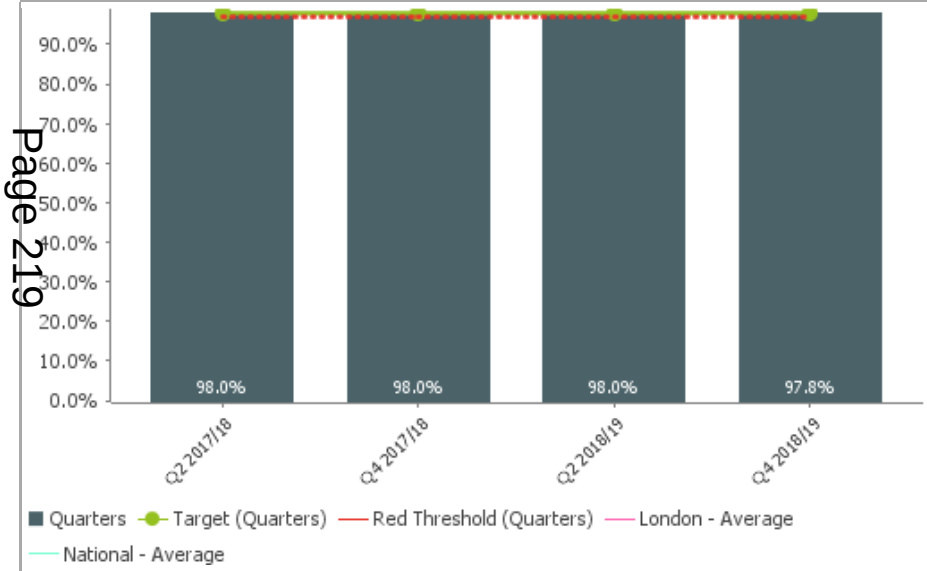
M5.3 Street cleanliness

This measure is based on a national methodology to assess the cleanliness of streets and the public realm. Surveys of a sample of areas are carried out twice a year across the borough. Both surveys are combined to get the annual result. Areas are scored against a national benchmark of cleanliness levels and the measure is expressed as the percentage of areas surveyed which meet or exceed the cleanliness standard.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Environment	Q4 2018/19	↓	↓

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Public Realm	Strategic	No	98.0%	97.8%	Amber

Performance data trend chart



Latest note

Why is performance off target?

This measure is collected twice a year. The second survey shows that almost 98% of the streets surveyed were clean of litter. Streets identified in Weavers and Bethnal Green South wards failed in the second survey.

What actions will be taken and who is doing this?

On top of our regular cleaning regime, our contract management team is carrying out additional performance monitoring and quality control checks. A more targeted approach has been adopted to tackle high density litter problem areas and hotspots across the borough. In addition, regular review of street cleansing complaint data is carried out to help identify problem areas. We are working with Veolia to ensure improved standard of service delivery based on regular weekly reviews of performance.

When will it be back on track?

We expect to see improvements in standards of street cleansing from April 2019 with ongoing monthly performance reviews.

Strategic plan delivery

RAG		Activity	Latest note
✓	**Activity 5.1**	We will identify ways to reduce the carbon footprint and emissions from our activities	Using the carbon fund we delivered a number of projects to reduce carbon emissions from homes, schools and our offices. Low income households benefitted from new boiler installations reducing carbon emissions and alleviating fuel poverty. Energy efficiency works in schools and offices have included lighting, heating upgrades, insulation and more efficient equipment. These projects have helped reduce energy costs and improve thermal comfort in schools, and refurbished council offices included energy efficiency works. Our grants programme of energy efficiency measures will continue in 2019/20.
✓	**Activity 5.2**	We will develop a new Transport Strategy for the borough and make our borough one of the best in London to walk or cycle in, improving road safety and delivering a new parking policy	We have implemented a range of initiatives in the borough to reduce the impact of traffic and improve road safety, especially for children and parents around our schools. Around Sir William Burrough School we have introduced a new zebra crossing and permanently closed a dead end road which has been resurfaced in colourful playground material. We have also installed a mural, reclaiming the street for pupils. Projects are being put together for Central Foundation, John Scurr, and Harry Gosling schools. Going forward, in 2019/20 we will deliver street scene transformation projects in a further 18 sites. In the new-year, we will be consulting with residents and other interested parties on our proposals to create Liveable Streets in 20 areas in the borough. We are working with TfL and Hackney Council to design a new cycle route from Hackney to the Isle of Dogs. We are also working with TfL on four new quiet routes in the west of the borough into central London. Public consultation on these proposals will be out in 2019. We have produced a new Local Implementation Plan (LIP3). This plan is the mechanism in which we are able to submit a bid for funding to Transport for London for financial support for schemes to improve our transport networks. We have submitted our LIP to Transport for London for their approval.
✓	**Activity 5.3**	We will implement a range of air quality improvements (including transport technology improvements	The Zero Emissions Network (ZEN) is an air quality initiative supported by Tower Hamlets, Hackney and Islington councils. The scheme, funded by the Mayor's Air Quality Fund and Tower Hamlets, is set up to help businesses save money, reduce emissions and improve air quality by

RAG		Activity	Latest note
		and the Zero Emissions Network)	making changes in transport and building use and adopting more sustainable business practices. ZEN operates among businesses in the Spitalfields, Shoreditch and Clerkenwell areas of London, which combined together form the City Fringe. We are working to extend the duration of this project and the next round will also include the Canary Wharf area. Our Liveable Streets programme is designed to mitigate against the effects of traffic congestion and road safety problems, especially in areas around schools. Working with our partners we are identifying projects that will help to address the on-going traffic and safety concerns. A Traffic Management Review of the Wapping area has been completed and we are now consulting on the proposal to include a bus gate to remove rat running traffic from the area. The consultation on this proposal will run until the end of April. We have introduced traffic calming measures in Antill Road, Cheshire Street, and areas in Weavers, Bethnal Green and Bow. We will be starting a consultation on measures in Wapping and at Arnold Circus. The ultra-low emission zone (ULEZ) came into effect in the very west of the borough on 8th April and where necessary we have changed our fleet to ensure we are compliant with the new regulation. Our new vehicles are newer, less polluting diesel powered, and in time we will move to electric.
	Activity 5.4	We will deliver a programme of cleanliness, waste and recycling improvements throughout the borough	Our new Waste Management Strategy was approved at Cabinet in February 2019. We are now developing the new service which will start delivering in April 2020. The service will provide greater control and flexibility to improve street cleansing and waste/recycling. It will also allow for greater innovation in approach than outsourcing and increase the speed of providing necessary change to improve performance and street cleanliness. In January we undertook a cleanliness survey of our parks and streets. Results showed that the litter, detritus, fly-posting and graffiti in the borough are relatively low, with less than 3% of our public realm rated inadequate. This year we have made a number of improvements which will help us meet the Mayor's ambitions to improve recycling rates to 35% by 2022. These include working more closely with social housing providers and private landlords on minimum standards of service provision; creating a new Recycling Improvement and Engagement Team to deliver waste minimisation and recycling engagement programmes for residents, schools and community groups; revising the Council's

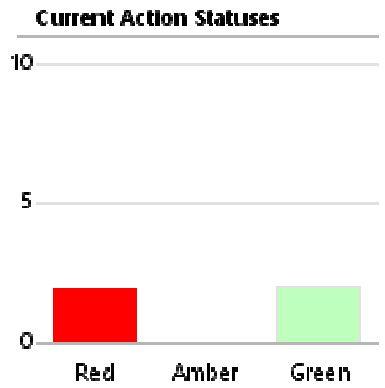
RAG		Activity	Latest note
			current commercial waste services; and developing a pilot incentive scheme as part of our estates recycling project.
	Activity 5.5	We will improve our public realm including our parks and other open spaces, so that they are more attractive and better used	In Tower Hamlets there are over 120 parks and green spaces for residents and visitors to enjoy. Improving our public realm including parks and other open spaces is a key priority. This year we have made improvements to a number of parks and playgrounds in the borough. These include Weaver's Changing Rooms, Shandy Park, Warner Play, Jolly's Green, Brick Lane Mosaic, Langdon Park BMX, Poplar Park, and Ropewalk Garden Gym. In Victoria Park Pool playground we have upgraded the splash pool filter pump and chlorination treatment system. The redesign of the rock stack has also been completed and we have installed a 900mm fence at the top of the slope for extra safety. Some of our longer-term projects will continue into 2019/20. They include Allen Gardens, Bartlett Park, Christchurch Spitalfields, Aberfeldy, Ford Square and Cavell Street Gardens. Following resident feedback we are redesigning our proposals for Ford Square and Cavell Street Gardens. Work is also being planned to improve sports facilities in our parks starting with Wapping Gardens. Over the coming months we will also carry out condition surveys of footways, carriageways and other street furniture in our parks and open spaces for future works.

Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

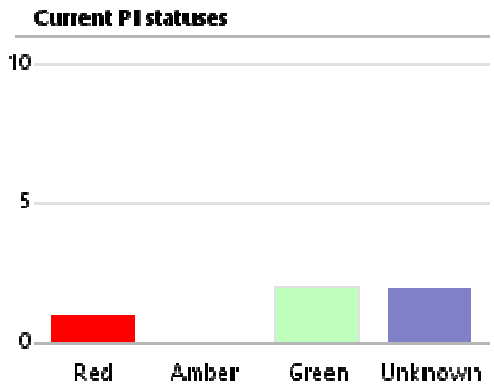
We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount.
We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management.
We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the benefits.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



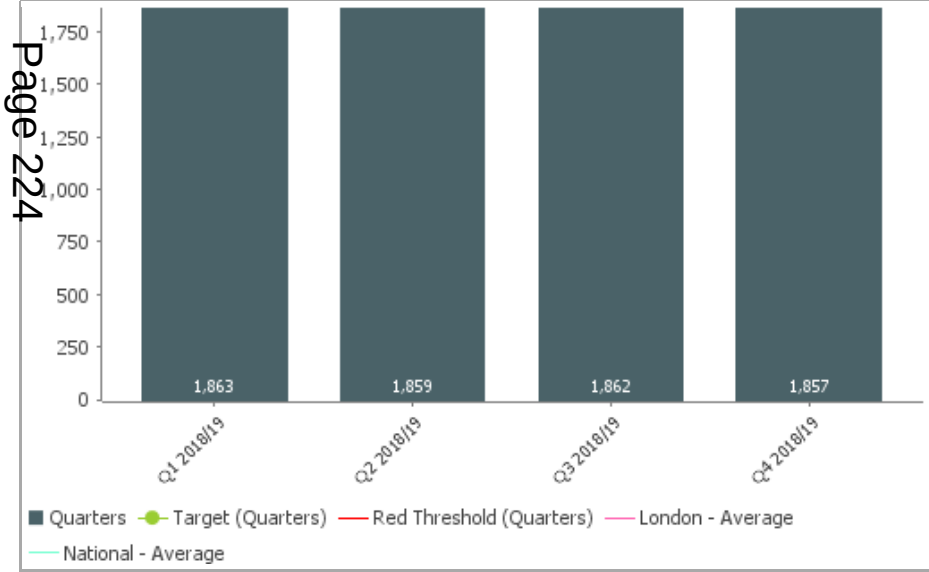
M6.4 Households living in temporary accommodation

This measure is a count of the number of households currently living in temporary accommodation. The measure is a snapshot. It is a data only measure without a target.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing	Q4 2018/19		

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No		1,857	Data Only

Performance data trend chart



Latest note

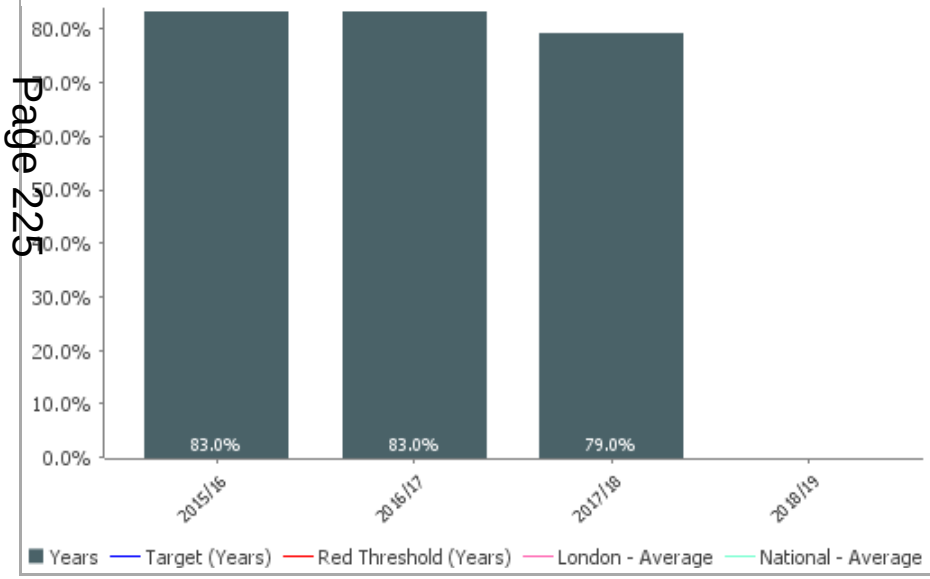
M6.5 Resident satisfaction with the area

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who are very / fairly satisfied with the local area as a place to live.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment Deputy Mayor and Cabinet Member for Regeneration and Air Quality Statutory Deputy Mayor and Cabinet Member for Housing	2017/18	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Strategic Director, PLACE	Strategic	No		79.0%	Data Only

Performance data trend chart



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

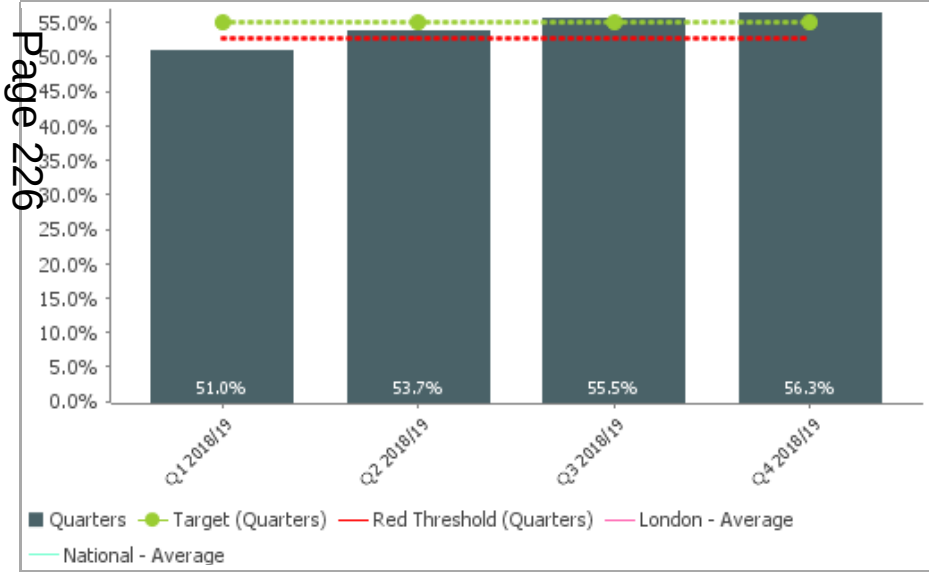
M6.2 Families re-housed from overcrowded conditions

Overcrowding remains a problem in the borough and reducing overcrowding is a main aim of the council's housing service. The measure looks at new lettings in the most recent reporting period and assesses what percentage of lettings was to households previously living in overcrowded conditions.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Statutory Deputy Mayor and Cabinet Member for Housing	Q4 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Housing	Strategic	No	55.0%	56.3%	Green

Performance data trend chart



Latest note

Target met.

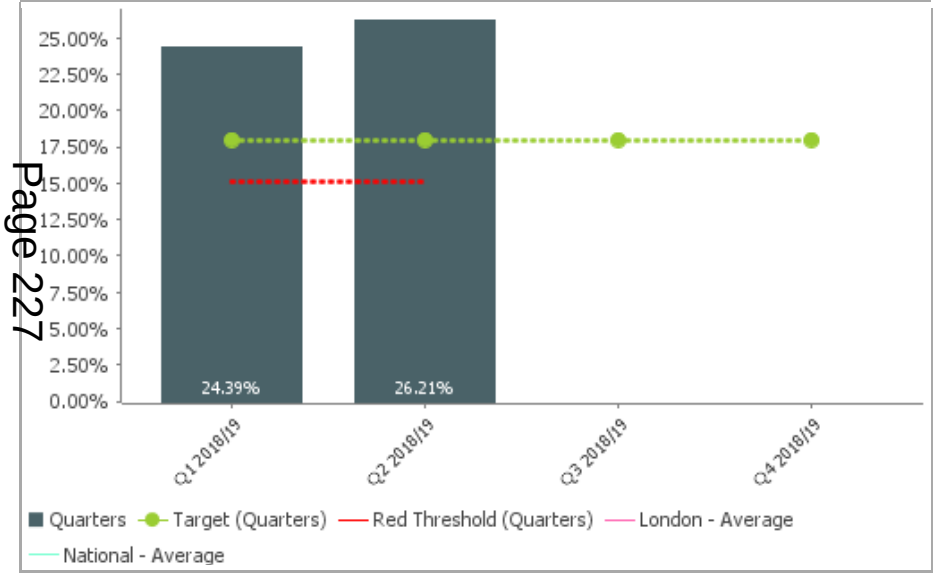
M6.3 Effectiveness of homelessness prevention

The council's housing advice service provides support and casework for households who consider themselves homeless. The measure looks at the percentage of households who received advice and support and for whom for whom housing advice casework intervention resolved their situation.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Statutory Deputy Mayor and Cabinet Member for Housing	Q2 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Housing	Strategic	No	18.00%	26.21%	Green

Performance data trend chart



Latest note

Latest available data relates to Q2 (to September 2018). In Q2 the service supported 538 households who considered themselves as homeless, and out of these, 141 households were prevented from becoming homeless

This measure traditionally reports one quarter in arrears, however reporting is further delayed this year because the service is implementing a new system to report statutory returns to the Ministry of Housing, Communities and Local Government (MHCLG). The revised requirements mean that many local authorities across the countries are reporting later than anticipated due to significant challenges in adapting existing processes to new requirements, which at present require substantial manual tracking and review.

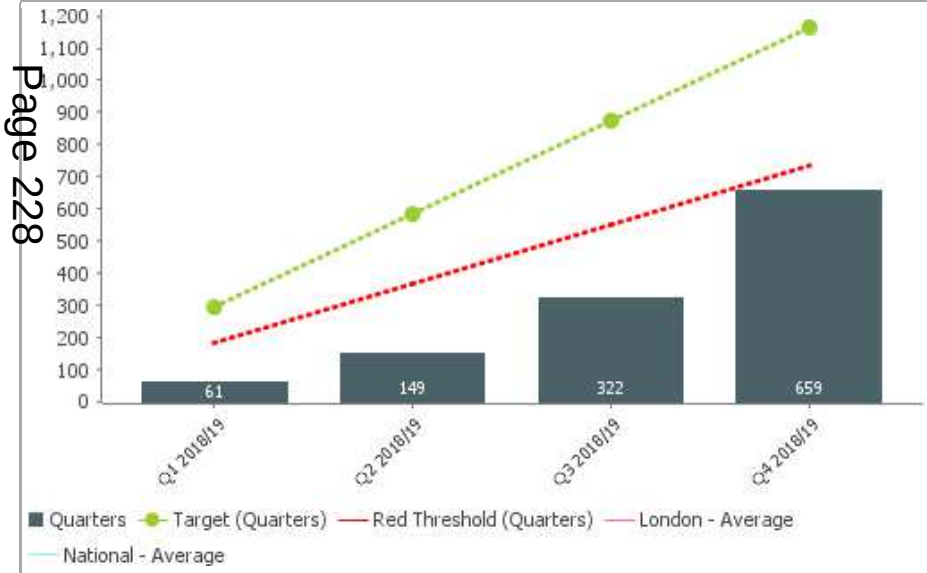
M6.1 Affordable homes completed

This measure is a count of the total number of affordable homes completed in the year to date (gross number). Quarterly figures and targets are cumulative.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q4 2018/19	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No	1,167	659	Red

Performance data trend chart



Latest note

Why is performance off target?
659 affordable units were delivered in 2018/19. The service had already forecast a reduction in the overall number of affordable housing delivered this year. Affordable housing delivery is market driven, influenced by economic conditions, and not in the direct control of the council. The reduction was due to movements in a number of schemes completion schedules (mainly two Canary Wharf Group schemes slipping into the first quarter of 2019/20).

Next year, this measure will report the number of affordable homes delivered as recorded on the GLA's London Development Database (LDD) rather than by using data gathered from registered social landlords. In order to record delivery on the LDD, a Completion Certificate needs to be issued by either an Approved Inspector or LBTH Building Control. There is typically a time lag between onsite inspection and the issue of certificates. There is no obligation on external Approved Inspectors to promptly issue certificates in relation to schemes where they are the appointed authority. So whilst the current method of recording delivery may be slightly timelier, going forward, our recorded delivery will mirror what is officially and publicaly reported through the LDD.

What actions will be taken and who is doing this?
There are no actions that the council team can take to influence construction programme timetables as they are RP and private developer-led.

When will it be back on track?
We will work with private developers and RPs to ensure our housing forecasts are as accurate as possible.

Strategic plan delivery

RAG		Activity	Latest note
	Activity 6.1	We will increase the supply and delivery of all types of affordable homes, including new council housing, bringing empty properties back into use and making the most effective use of the existing stock	The Council is committed to doing what it can to tackle the housing crisis in the borough. 659 new affordable homes were delivered this year. A number of housing delivery schemes have slipped however we expect them to be completed before summer 2019. We are making the best use of limited space in the borough by using 'infill sites' to develop more council homes. We have started works on Baroness Road, Jubilee Street and Locksley A to build 77 new council homes with occupation expected in summer 2020. Other sites around the borough have been identified for future developments. Using Right-to-Buy receipts, we are enabling registered providers to purchase homes, keeping them from being sold on the open market, thus increasing our social housing stock for residents on the housing register. Over £1.8 million worth of Right to Buy receipts have spent this year. The money has bought seven affordable housing units, and three x 1 bed buy-backs (George Green Alms-houses). The money also forms part payment for 37 units at Times House (Peabody), and 20 units at Watts Grove (Swan) which are still under construction. We are in the final stages of producing a policy which will facilitate self-builders in the borough. Our officers are currently undertaking the relevant legal checks relating to the eight potential sites that have been identified for self-building in the borough. Subject to the appropriate approvals and sign off for land disposal, these sites will be advertised via the GLA's Small Sites programme in 2019/20. Under occupation of council homes is an issue we are tackling so that we can maximise rehousing opportunities for residents in need of social housing. We are doing this by training our staff to engage with and actively support tenants who wish to downsize. We are talking to home owners of empty properties with the aim of bringing them back into use. The Rating (Property in Common Occupation) and Council Tax (Empty Dwelling) Bill which is currently going through Parliament, has provision to enable councils to charge extra for empty properties and up to 300% extra for properties empty for 10 or more years.

RAG		Activity	Latest note
			Final figures are still being validated, but we know that through casework interventions we have prevented at least 221 households from becoming homeless this year.
	Activity 6.2	We will improve the quality & management of social & private housing in the borough through delivering the Better Neighbourhood programme, supporting housing associations in managing their stock & extending use of licensing & enforcement in the Private Se	With Tower Hamlets Homes, we are delivering a £25.512 million Council Housing Capital Programme. To date, 36 blocks of flats have been completed and two other blocks are expected to be completed by May 2019. The improvement works include window and roof repairs and renewals, communal decorations and lighting repairs, and balcony and walkway repairs. In addition new front entrance doors have been fitted for tenants. Our mechanical engineering programme has seen 13 lift installations/improvements; 19 entry door systems being installed; and 371 new domestic boilers fitted. So far this year over, £2.5 million has been spent on implementing a range of fire safety improvements in 1,719 of our blocks on estates. Our strengthened fire safety regulations are now being issued to developers. We have been providing support for private renters and landlords. At the last Private Renters' Charter Forum meeting in December, attendees heard from representatives from the Greater London Authority (GLA) about the Mayor of London's strategy for private renting and the Mayor's rogue landlord agent checker. We are continuously working to reduce the number of landlords who breach short term letting policy. Our officers met with several organisations including the GLA, Peabody Trust, other local authorities to agree how we can jointly lobby Government to deter anti-social and unlawful behaviour including unlawful holiday lettings.
	Activity 6.3	We will deliver a programme of regeneration on the Ocean estate, Blackwall Reach, Chrisp Street and Poplar Riverside	We have started on site for the second phase of the Blackwall Reach development to deliver 268 new homes. The design of the third phase of the Blackwall Reach development has been briefly paused so that any findings from the Government review of fire safety design can be incorporated. However this should not delay the completion of this development. Phase three will deliver around 324 new homes. We continue to work with residents and businesses that will be affected by the compulsory purchase order (CPO) of Chrisp Street Market. The CPO will enable the Council and its partners to regenerate the area including refurbishing the market, current shops, new buildings, more

RAG		Activity	Latest note
			affordable homes, a new cinema, restaurants, pocket parks, a large new community hub and extended Idea Store. The new Sure Start Children's Centre is scheduled to be completed by the end of May. This year we have delivered 225 new homes on the Ocean Estate (site H), including 121 that are classified as being affordable. There are 92 properties for affordable renting; 29 homes for shared ownership; and 104 homes for private sales. The Council and its partners have established a new Regeneration Board which will support the development of the Poplar Riverside Housing Zone. This scheme will consist of 10 development sites with around over 3,000 new homes in the first phase of development. To improve connections, the plans include options for bridges across the River Lea.
	Activity 6.4	We will manage housing infrastructure pressures through a new Local Plan	The emerging Local Plan is nearing adoption, with only the final stages left. This includes a six-week consultation on the main modifications to our new draft Local Plan, which began on 25 March and will finish on 9 May 2019. These responses will be provided to the government's Examiner for her consideration and will inform her final report to us. We anticipate adoption in Q3 of 2019/20. In the meantime, at each stage the plan gains increasing planning weight, providing a strong policy position to manage future growth. The Council continues to support a number of Neighbourhood Forums, as outlined in the Council's Neighbourhood Planning Service Offer. The council's website includes two helpful application guidelines for interested groups. In October, a new Neighbourhood Forum was created, the Poplar Regen Alliance. Consultation on a revised neighbourhood boundary for the East Shoreditch Neighbourhood Area opened on 14th March and concludes on 24th April. The Isle of Dogs Neighbourhood Forum has been redrafting their Neighbourhood Plan and started their first consultation (run by the Forum) on 3 April. The Council will continue to provide support and guidance to the Forum as they develop this plan through the required processes. This year the Mayor has launched his Regeneration Board, a major step forward in the council's approach to leading and managing growth. The governance arrangements have been completed for two area based boards. An interim Head of Regeneration and a small team of officers will shortly take up post and they will begin the task of defining the priorities for the area based approach and commissioning initiatives and projects.

RAG	Activity	Latest note
		We continue to deliver major infrastructure to support the needs of our growing population. Using section 106 funding from developers, we have been making improvements to our parks, schools and healthcare facilities. Funding has been made available to provide additional sixth form places at both Langdon Park and George Green schools and this work will be undertake next year. The pool playground in Victoria Park has been upgraded. This work includes a new filter pump, new fencing and the redesign of the Rock Stack. Our Maximising Health Infrastructure Programme uses development contributions to enhance health estates to deliver increases in clinical capacity space, increased patients list and new patient access through a number of premises improvements (GP Practices) and newly built health centres. This year we brought forward two new projects, including Goodman's fields, and Island Medical Centre, whilst continuing with work at Wellington Way Health Centre, Suttons Wharf Health Centre, and Aberfeldy Village Health Centre. These works also will include redesigning internal areas to make them more user-friendly, and upgrading technology and medical equipment. Community Infrastructure Levy funding will be used to build the South Dock Bridge. Initial consultation has taken place with local residents and businesses, and we will be consulting on the design during 2019.

Outcome 7 People feel safer in their neighbourhoods and anti-social behaviour is tackled

We want to ensure that residents feel safe in their homes and in the streets of Tower Hamlets. Through the Community Safety Partnership (CSP), we will work closely with the police and other partners to deliver initiatives and actions which improve safety in the borough. The CSP Plan sets out how we will address four key challenges – Anti Social Behaviour (including drugs and alcohol), Violence, Reducing Re-offending and Hate Crime, Community Cohesion & Extremism.

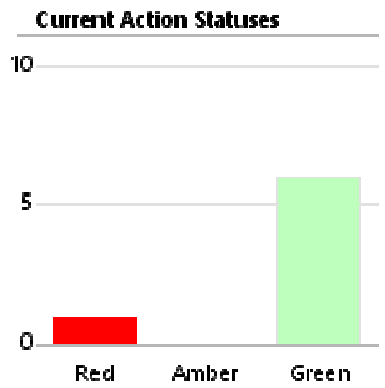
ASB and drug use remain areas of top concern for residents and our response to these problems includes improving reporting arrangements, enforcement action to reduce graffiti, littering, noise nuisance and street drinking, clearer treatment pathways for those with an addiction, and better support for victims. We will target and support offenders to stop re-offending, and take enforcement action against those who refuse our help, working with communities to involve them in solutions.

A Member-led Serious Violent Crime Taskforce will be set up to engage all stakeholders in the fight against serious violent crime, and we will expand the reach of our Rapid Response Service to engage residents aged 18-24 who are at risk of gang involvement.

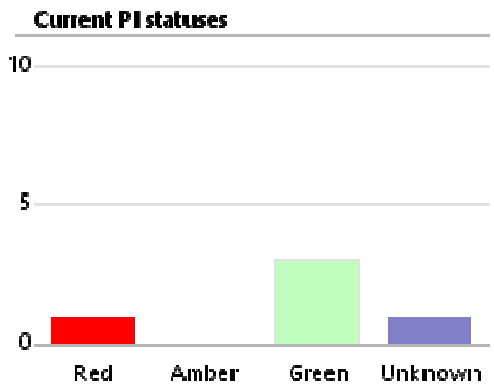
Whilst many of our residents agree that people from different backgrounds get on well together, the borough has seen increases in levels of hate crime in particular racist and religiously motivated hate crimes over the last two years. Our work to promote cohesion, such as the No Place for Hate campaign, will continue and we will provide support and protection for victims, including the publication of a Violence Against Women & Girls (VAWG) Charter.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



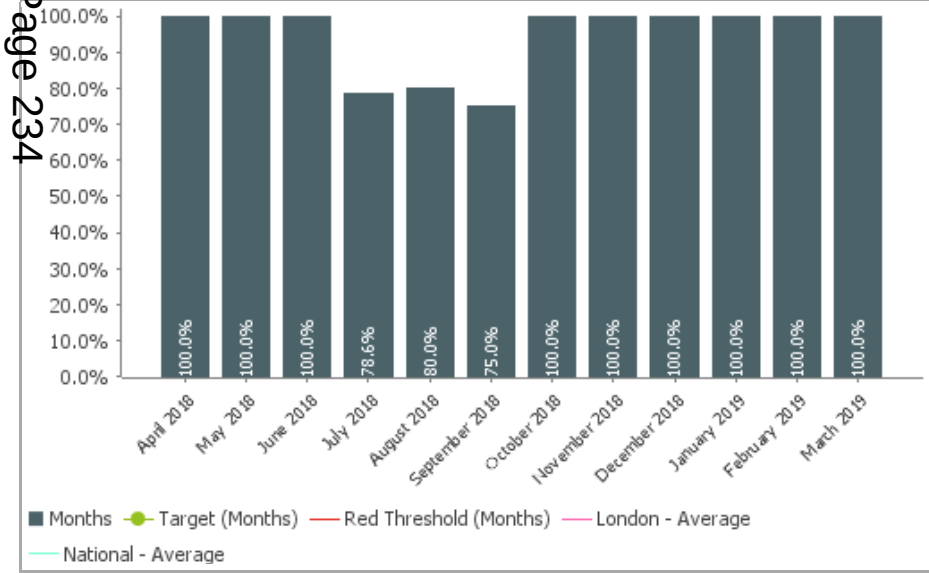
M7.3 Anti-Social Behaviour resolution

This measure looks at cases handled by the council's anti-social behaviour service and which had a positive outcome. The outcome of the case is assessed in the month a case is closed. The measure is expressed as a percentage of cases closed in the period and is a snapshot for the period only. A positive outcome includes a number of categories, including no repeat incidents. This is a data only measure.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Deputy Mayor and Cabinet Member for Community Safety and Equalities	March 2019	–	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Community Safety	Strategic	Yes		100.0%	Data Only

Performance data trend chart



Latest note

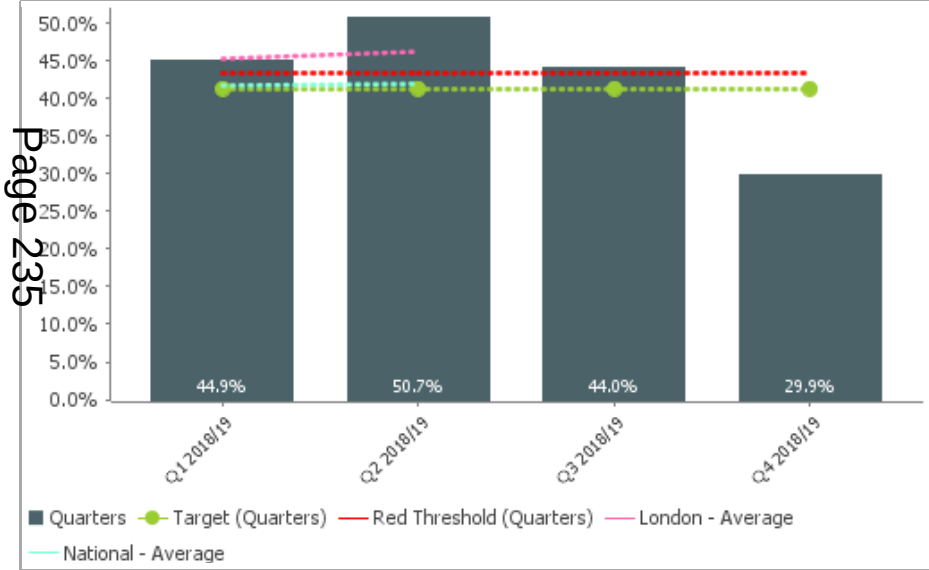
M7.2 Reoffending by young people

This measure looks at the level of reoffending among young offenders. All young offenders within any given quarter of a year are tracked for a period of 18 months. If proven reoffending occurs within this period, they will count towards this measure. The measure is expressed as a percentage of the total number of young offenders in the quarterly cohort. Latest quarterly data always looks at the cohort which entered tracking two years earlier.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	Q4 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Youth and Commissioning	Strategic	No	41.3%	29.9%	Green

Performance data trend chart



Latest note

Target met. The current reoffending rate, taken from the Police National Computer, is based on a 3 month cohort. This cohort changes every quarter. The current latest available cohort is for January to March 2017.

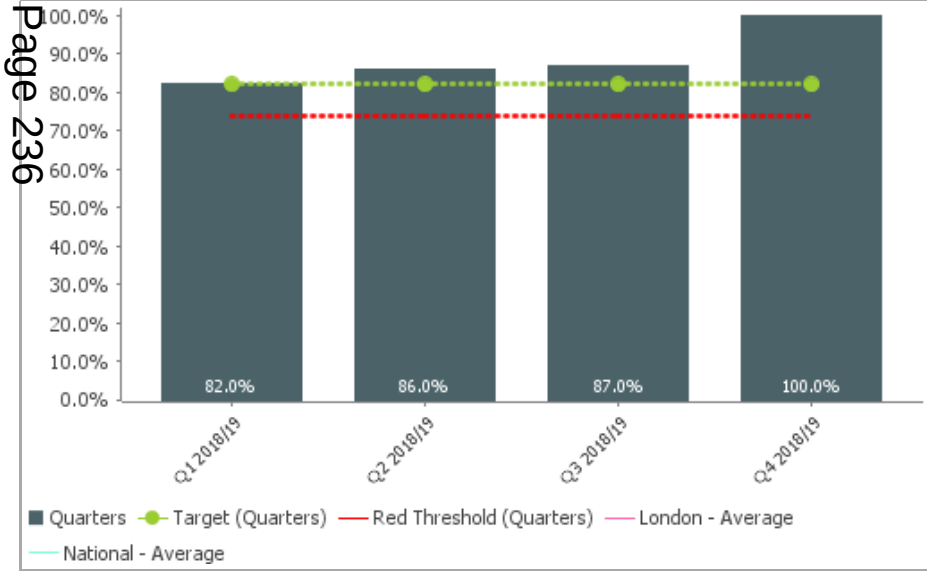
M7.4 Satisfaction with victim support services

The council commissions specific victim support services for victims of domestic violence and hate crime. This measure assesses the level of satisfaction of users engaging with council-commissioned victim support services.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q4 2018/19	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	No	82.0%	100.0%	Green

Performance data trend chart



Latest note

Client satisfaction data for Q4 shows that feedback was obtained from 58 of the 66 people who accessed the service during the quarter. Of the 58 who completed the questionnaire, 100% were satisfied with the service, 100% stated they felt safer as a result and 96% said they felt 'more confident'. All 58 (100%) of respondents said their coping strategies had improved.

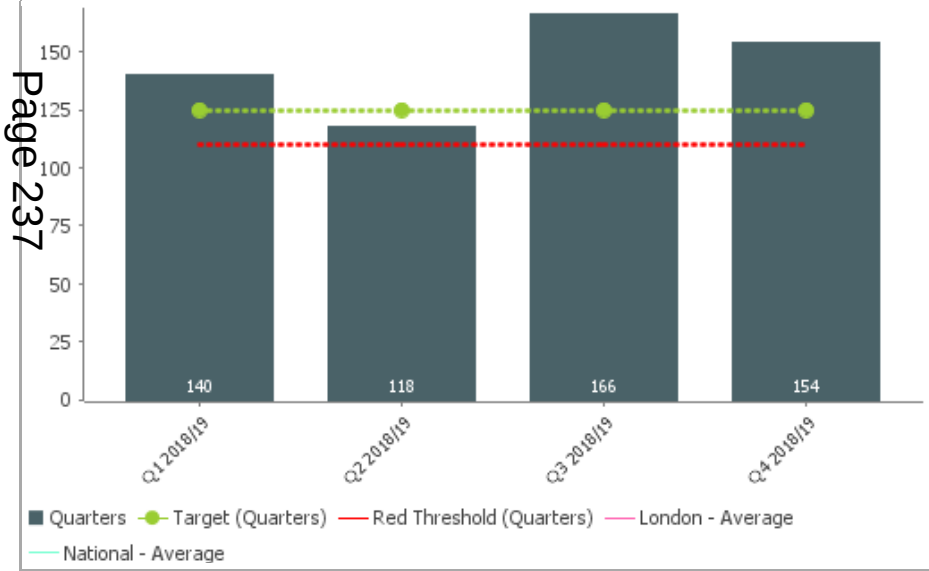
M7.5 Residents causing drug or alcohol related crime or ASB required to engage in treatment programmes via criminal or civil orders

The council works closely with the police and other partners in the criminal justice system to reduce the impact of drugs on residents' lives. This measure is a quarterly count of the number of residents causing drug related crime or ASB who were required to engage with the council's drug and alcohol treatment services.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q4 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Community Safety	Strategic	No	125	154	Green

Performance data trend chart



Latest note

Target met.

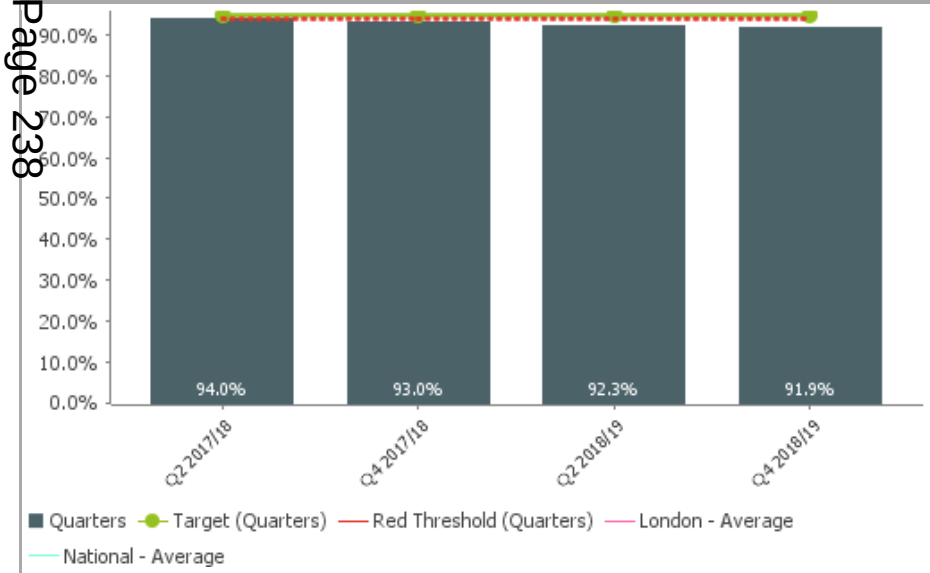
M7.1 Level of graffiti

This measure is based on a national methodology to assess the amount of graffiti in the public realm. Surveys of a sample of areas are carried out twice a year across the borough. Both surveys are combined to get the annual result. Areas are scored against a national benchmark of graffiti levels and the measure is expressed as the percentage of areas surveyed which meet or exceed the standard.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment	Q4 2018/19	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	No	95.0%	91.9%	Red

Performance data trend chart



Latest note

Why is performance off target?

This is the second survey of street cleanliness in the borough this year. Almost 92% of streets surveyed were deemed to be clean to acceptable standards. Streets identified in Weavers, Bethnal Green and Bow East wards failed in the second survey.

What actions will be taken and who is doing this?

A more targeted approach has been adopted to tackle graffiti hotspots across the borough. The Council does not consent to any painting, writing, soiling, marking or other defacement on its property including footways without its prior express permission being obtained. Where graffiti is found on Council owned properties, street furniture etc. the graffiti will be removed.

When will it be back on track?

We expect to see improvements in standards of graffiti throughout quarter 1 with ongoing monthly performance reviews.

Strategic plan delivery

RAG		Activity	Latest note
	Activity 7.1	We will work with partners to tackle all violence including domestic abuse, serious youth violence and violence against women and girls	Tackling serious violence remains a high priority for the Council. The Mayoral Statement of Action sets out the Council's approach to tackling serious violence in the borough and priorities for the coming year. Following the publication of our Violence Against Women and Girls (VAWG) Charter in autumn 2018, all staff across our Youth Services have completed awareness training. We have introduced a multi-agency Exploitation Team that ensures Police, Safeguarding and Community Safety Teams tackling gangs and youth violence are working together from the same location. We also created joint referral pathways with key partner organisations across the Council, the Police, the Voluntary Sector and Health Services to address Youth Violence. In December 2018 we completed our Partnership Knife Crime plan which is now being delivered jointly with the Metropolitan Police. Development of our Violence, Vulnerability and Exploitation Strategy is underway and will be completed by the end of 2019. The Strategy gives emphasis to the key issues facing the borough and how these can be tackled, these being Prevention, Intervention and Enforcement. It will also draw upon insight from the Joint Strategic Needs Assessment (JSNA) on violence that the Public Health team will compete by the end of July 2019.
	Activity 7.2	We will provide support and protection for victims	As part of the Community Multi-Agency Risk Assessment Conference, we identified and safeguarded vulnerable victims who were at risk from abuse. In addition, we responded to residents who reported anti-social behaviour to our service by assessing impacts and ensuring their safety. Consenting residents were also referred to Victim Support. Victim Support is also part of a newly developed referral pathway for Violence Against Women and Girls (VAWG) victims.In addition, a Domestic Violence One Stop Shop model operates every Thursday at Idea Store Whitechapel . We are working to improve our approach to reducing VAWG and have been consulting with key stakeholders. Cabinet received a report on the findings in March setting out the findings and how these will inform our new approach, which we will develop in 2019.
	Activity 7.3	We will publish a VAWG Charter setting out the rights of victims and	The Violence Against Women and Girls charter was published on 5th November 2018. It has been widely publicised to the local community and featured in national media. Our One Stop Shop

RAG		Activity	Latest note
		the local support available	model for victims and their families continues to take place weekly at Whitechapel Idea Store
✓	**Activity 7.4**	We will extend the reach of our Rapid Response Service to better engage with those at risk of involvement in gang related violent crime	In the past year we extended the reach of our Rapid Response Team (RRT) to engage more effectively with those at risk of becoming involved in violent crime. We now have a violent crime officer and caseworker in post at Royal London Hospital which enables us to contact those young adults who have been admitted to hospital with violent crime related injuries. The RRT is also now trained to engage with young adults whilst there previous focus was on children and young people. The RRT team was trained by the Safer London Gang Exit Service workers and now has detailed knowledge of services available for young adults at risk, referral routes and good practice. This provides a more holistic approach of support and intervention for those at risk.
✓	**Activity 7.5**	We will work with partners and the community to tackle crime and anti-social behaviour associated with the illegal supply of drugs and the misuse of alcohol, including treatment of those with an addiction	We continue to invest in the Partnership Taskforce (PTF) Police Officers though the team remains at 50% of full capacity. To date the PTF has carried out six 'Operation Continuum' operations across the borough resulting in a high number of arrests and treatment referrals. Our Community Multi-Agency Risk Assessment Case Conference (MARAC) set up in July 2018 to tackle anti-social behaviour (ASB) continues to meet on a quarterly basis. We are on track with our procurement process to re-commission Substance Misuse Services and a new contract will be in place by the end of October 2019. This year we introduced new enforcement pathways to make effective use of Statutory Tools available to us and to involve the Police, Housing Providers and other partners in tacking ASB. We continue to promote the 'Report It' function on the Council's website as a simple and effective route for residents to report ASB.
✓	**Activity 7.6**	We will work with partners to reduce re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security	Over the course of the year the Council has both implemented a range of new initiatives to combat anti-social behaviour and reviewed existing approaches. A review of CCTV is underway and linked to this is a proposal for a phased upgrade to new digital CCTV products over the next three years. Our revised resident survey is being launched in spring 2019 and we will use this to track how safe residents feel on a quarterly basis. Whilst there has been no new Mayor's Office for Policing and Crime (MOPAC) funding in recent months, we have confirmed that we will receive over £40,000 annually (2019-2021) through a London Crime Prevention Fund (LCPF) grant which will mostly pay for the Youth Justice Service's support officer role. This role is dedicated to preventing and reducing serious youth violence. We are evaluating the first year of the 'Neighbourhood Management' project designed to reduce drug related crime and anti-social behaviour (ASB). This project was introduced in May 2018 in the northwest of the borough and will run for at least another year.

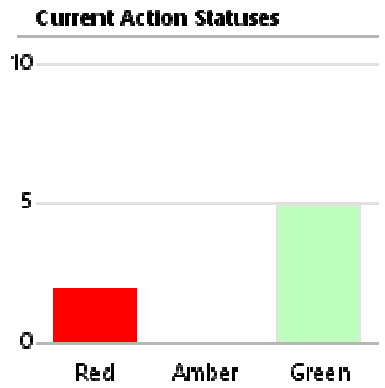
RAG		Activity	Latest note
	Activity 7.7	We will work with partners to address hate crime, tackle extremism and promote community cohesion in the borough	Tower Hamlets was awarded the largest proportion of the Home Office's 'Building a Stronger Britain Together' grant funding programme to support the Council and its partners in implementing the national Counter Extremism strategy locally. The funding continues for 2019/20 and whilst all actions were completed for 2018/19 there remains much work to do in the coming year. The Prevent Advisory Group that was set up in 2018 continues to evolve and grow. Its fourth meeting was held in March 2019 and it is proving effective in expanding our community engagement network across broad sections of the local community. Our Prevent Champions campaign is proving successful and has attracted media attention both locally and nationally. Recently we have hosted visits from national and international government officials to learn from our work which is viewed widely as a best practice example. We have completed an extensive 'No Place for Hate' training and outreach programme to ensure that there is a strong Lesbian, Gay, Bisexual, Transgender, Queer, Questioning and Intersex (LGBTQI+) diversity component in the overall campaign.

Outcome 8 People feel they are part of a cohesive and vibrant community

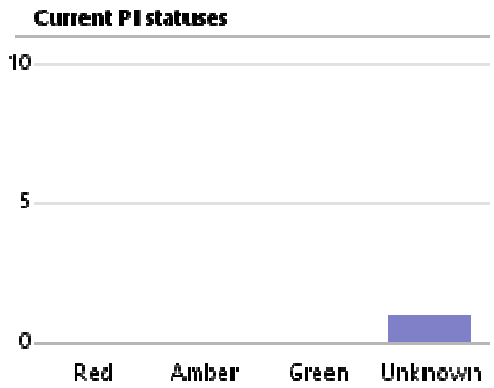
Our diversity is a source of great strength and something to be celebrated and nurtured, but it also presents us with challenges. Whilst 86% of residents say that people from different backgrounds get on well together, people have also told us that different communities
in the borough lead 'parallel lives'. There is a growing focus on social integration both nationally and regionally; the Government released its Integrated Community Strategy Green Paper and the Mayor of London released its own social integration strategy for London in March this year.
We welcome this and will be developing our local approach to community cohesion to build one community which reflects the national and regional strategies as well as local needs and priorities. Through this, we will work to build and sustain a culture of mutual respect and active engagement, where people look out for one another, and where there are real opportunities to understand and appreciate our differences so that they don't become barriers.
We will welcome new communities moving into the borough; support them by offering advice, guidance and ESOL support; and help them with opportunities to volunteer in their local areas so that feel a part of the community. We will ensure that the role of Eastend women is celebrated and identify further steps to improve gender equality. We will support a range of events to bring together people from our diverse community.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



M8.1 Residents' view of community cohesion

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who feel that people from different backgrounds who get on well together

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2017/18	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director Strategy, Policy and Partnership	Strategic	Yes		86.0%	Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

Strategic plan delivery

RAG		Activity	Latest note
✓	**Activity 8.1**	We will work with local communities to bring people together to celebrate the diverse cultures of our borough and promote community cohesion	We have delivered a number of pilot projects to bring people from different backgrounds together and support the development of positive relationships and a greater sense of belonging in their community. Our 3 cohesion projects in Aldgate East and 2 cohesion projects in Mile End have been delivered successfully in 2018/19 and will continue to take place within 2019/20. Over 2,500 people have participated in the programme since its launch in April 2018. Initial early impact information indicates that the projects are helping to build positive and stronger relationships between people of different backgrounds and to foster a greater sense of belonging.
✓	**Activity 8.2**	We will work with faith communities to improve mutual understanding, increase tolerance and strengthen links between different faith communities and people of no belief	We continue to engage with faith communities through the Tower Hamlets Inter Faith Forum (THIFF) and other faith-based organisations to identify and address the support needs of faith communities. The importance of this group is crucial to understanding and embracing the diversity of Tower Hamlets. The THIFF provides a great opportunity to celebrate the significant contribution that faith organisations have in the lives of people in Tower Hamlets. We are running a number of 'Faith in Schools' projects. These projects are due to complete in August 2019. The Excellent RE Project started in January with 13 schools being involved and 14 Ambassadors of Faith and Belief are receiving training. These ambassadors came from 5 different schools within the borough and primary schools now have the option to book ambassadors for visits.
✓	**Activity 8.3**	We will actively engage with LGBT residents to improve service provision and representation	We have actively engaged with LGBT residents to improve service provision and representation through the year by delivering on a number of projects. These projects have successfully been identified and addressed issues of concern for the LGBTQI+ community through the LGBTQI+ Forum. All 12 Community forum meetings have been held. The forum have provided input on LGBT issues to a number of strategies, consultations,policy development. A few examples are the No Place For Hate Forum; No Place For Hate Action Plan and TH Tension Monitoring Group. We have also been working with the East London Outreach Project (ELOP) which has been supporting LGBT networks at Barts Hospital, QMUL and working on dementia and cancer- to look at service provision for LGBT people.

RAG		Activity	Latest note
			To demonstrate the success of our approach of actively engaging with LGBT residents we delivered a number of events in Q4 events which were held for LGBT History Month in the month of February. This year the theme was Peace, Activism and Reconciliation and is a month-long recognition of lesbian, gay, bisexual and transgender history. The full programme of events held over the year included events to mark International Day Against Homophobia, Pride, World AIDS Days and LGBT History Month.
	Activity 8.4	We will work with residents to develop a strategic approach to cohesion and social integration that meets local needs including funding work to address the impact of development on community cohesion	We have drafted a community cohesion framework which takes into account the Government's 'Integrated Communities Strategy Green Paper' and the Greater London Authority's social integration strategy as well as local community cohesion priorities. However, we are unable to progress any further at this time as key information required from central Government has not yet been published. Although the Government has released an Action Plan for its Integrated Communities Strategy in February 2019 we are still awaiting a White Paper version of the Strategy as this will need to be reflected in our local Framework. We have used the Greater London Authority's framework to draft the Council's Community Cohesion Framework in order to ensure that there is progress on the development of the framework.
	Activity 8.5	We will roll out a programme of support for refugees and new migrants to help them play a fuller role in the borough, reducing barriers between new and existing residents	We have run a number of projects to enable newly arrived migrants to play a fuller role as residents of the borough. We supported 95 migrants through dedicated pre-ESOL and ESOL classes. This exceeded initial expectations by some way. 62 migrants undertook at least 2 hours of volunteering opportunities on a weekly basis, helping them to improve their language skills and become familiar with the borough. Our' 'Welcome to Tower Hamlets' face-to-face programme will continue into 2019/20.
	Activity 8.6	We will actively monitor and tackle emerging tensions and issues within and between communities including those generated by hate crimes and or extremism	With our partners we have established a Tension Monitoring Group (TMG) which meets on a regular basis to proactively discuss cohesion related tensions in the borough and to inform measured and unified preventative actions and responses. Since the 1st April, there have been several instances where the group has met at short notice because there has been an incident with the potential of raising community tensions, for example spikes in crime, acid attacks, an anti-Semitic tweet, and a potential visit by well-known right-wing extremist. The work of the group is ongoing. All actions from meetings in this quarter are complete.

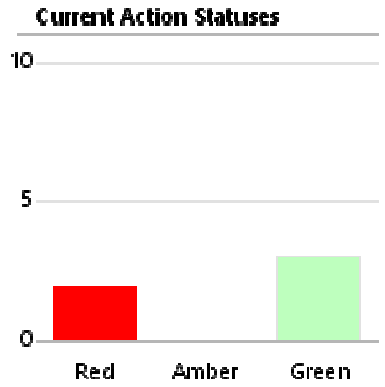
RAG		Activity	Latest note
	Activity 8.7	We will celebrate the history and heritage of the borough and all its people	Throughout 2018/19 we delivered or supported a large number of events to celebrate the history and heritage of the borough. In July, we hosted the Boishaki Mela, which was attended by over 45,000 people and over the summer we supported community events in our parks and open spaces. Our Local History Library and Archives Service hosted a successful exhibition celebrating the contribution of Tower Hamlets women to the Suffrage movement. We held a successful programme of arts and cultural events to celebrate Black History Month in October and in November we co-hosted a Diwali event at York Hall, which attracted people from many backgrounds. Between January and March we celebrated Chinese New Year and commemorated Holocaust Memorial Day, Altab Ali Day and Martyrs' Day.

Outcome 9 People say we are open and transparent putting residents at the heart of everything we do

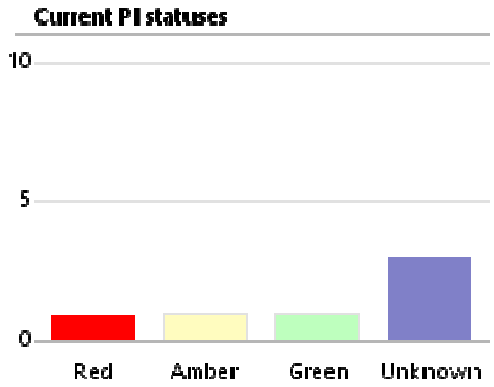
We want our services to be accessible to all our residents including those who face inequality. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things and embracing technology to make the most of our resources. We are investing in making our infrastructure fit for purpose, and by improving our web site and digital service we plan to support a shift from phone and face-to-face customer contact to online contact and transactions. This transfer will make information about the council and its services more open and transparent and enable us to focus our attention on better supporting our more vulnerable residents.
Our Community Engagement Strategy 2018-21, developed with our partners and the wider community, seeks to enable strong, active and inclusive communities who can influence and shape the borough in which they live and work.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



M9.3 User satisfaction with libraries and Idea Stores

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who use Idea Stores and libraries and rate them as good, very good or excellent.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	2017/18				
Lead officer	**Type**	**Contextual measure**	**Target**	**Actual**	**RAG rating**
Divisional Director, Customer Services	Strategic	Yes		82.0%	Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

M9.4 Residents' perception of being involved in decision-making

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council involves residents when making decisions'.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		62.0%	Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

M9.5 Resident trust in the council

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who trust the council.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↓	↓
Lead officer	**Type**	**Contextual measure**	**Target**	**Actual**	**RAG rating**
Chief Executive	Strategic	No		74.0%	Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

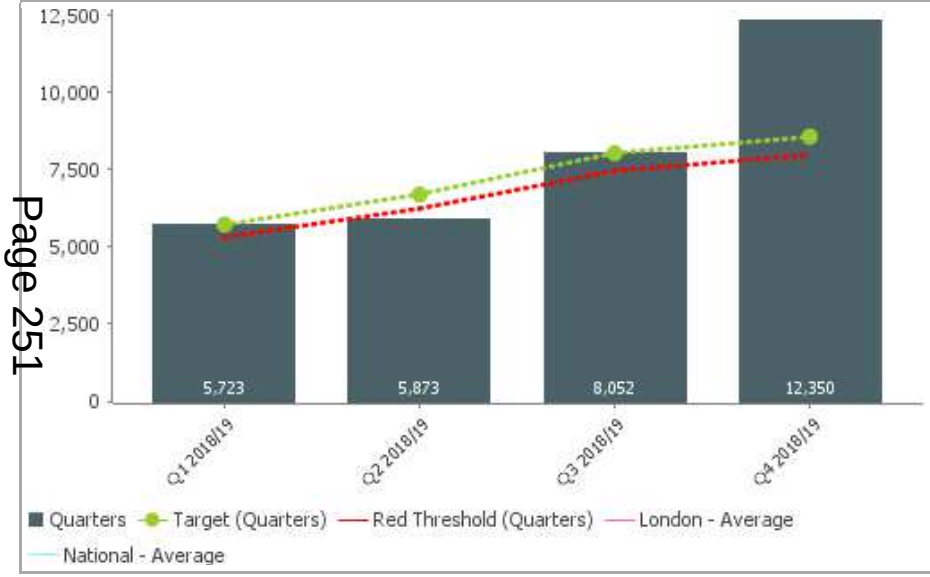
M9.6 Subscribers to the council newsletter

This measure is a snapshot count of the current number of subscribers to the council email newsletter.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Executive Mayor	Q4 2018/19	↑	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Communications and Marketing	Strategic	No	8,585	12,350	Green

Performance data trend chart



Latest note

Target met.

Our residents' e-newsletter audience has increased remarkably by 53 per cent in the fourth quarter of 2018/19. This has contributed towards our strong annual growth of 115 per cent, which has been achieved through a concerted and dedicated effort throughout Q3 and Q4 to drive engagement and grow subscriber numbers. We have exceeded our end of year target while maintaining engagement with our readers. In Q4, we achieved our best average open rate (52 per cent) and our average click rate increased to 12 per cent. Both of these key metrics are significantly above UK local government benchmarks, and are also higher than the top performing 20 per cent. Given our rapidly increasing audience, these figures are very positive and show that we are maintaining focus on quality growth. We are well positioned for significant growth in 2019/20 and our newsletter tool, Granicus, is continuing to enable us to engage with more residents and reach new audiences.

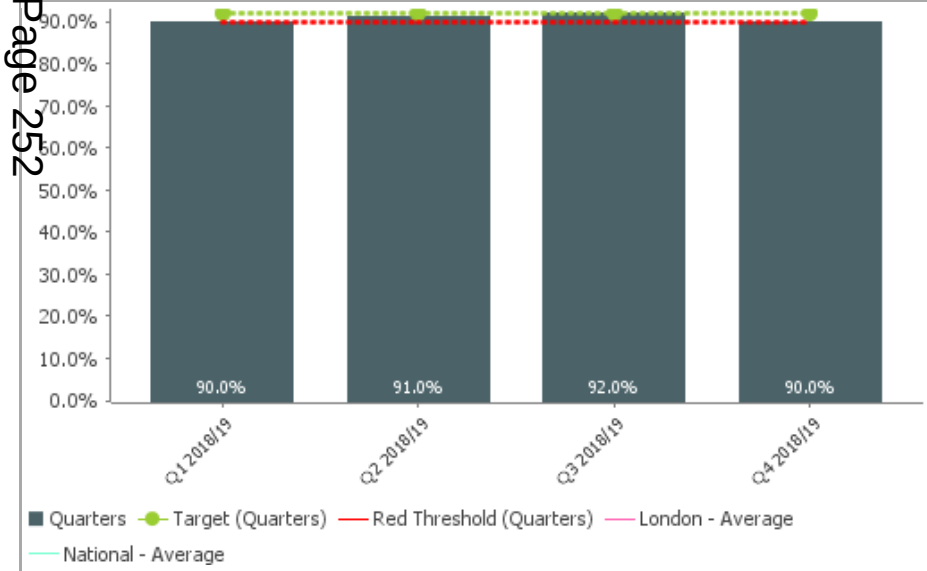
M9.1 Council contact centre customer satisfaction

The council's customer contact centre provides residents with access to core council services and advice. At the end of calls, customers are asked to complete a brief satisfaction survey. This measure looks at the proportion of respondents who rate their customer experience positively. The measure is expressed as a percentage of all respondents and is based on all responses in the quarter.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	Q4 2018/19	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	No	92.0%	90.0%	Amber

Performance data trend chart



Latest note

Why is performance off target?

Telephone customer satisfaction target was achieved at 90%, which is 2 percentage points below the last quarter (Q3). In Q4, a total of 1,668 customers took the customer satisfaction survey in January – March 2019, and 1,496 rated our response as 'good', 135 rated our response as 'average', and 37 as 'poor'.

Some of the reasons for the performance going down can be attributed to the following:

- Staff training on new services such as council tax impacted cover on the phone
- Higher levels of staff absence
- Issues with switchboard/voice recognition system for which the Divisional Director has put in place an improvement plan.

What actions will be taken and who will be doing this?

An interim Contact Centre manager was appointed on 11 March 2019 to oversee and improve performance of the call centre. Two part-time managers (= 1 FTE) were appointed from 8 April 2019. This will result in effective team management and support for staff to improve performance.

When will it be back on track?

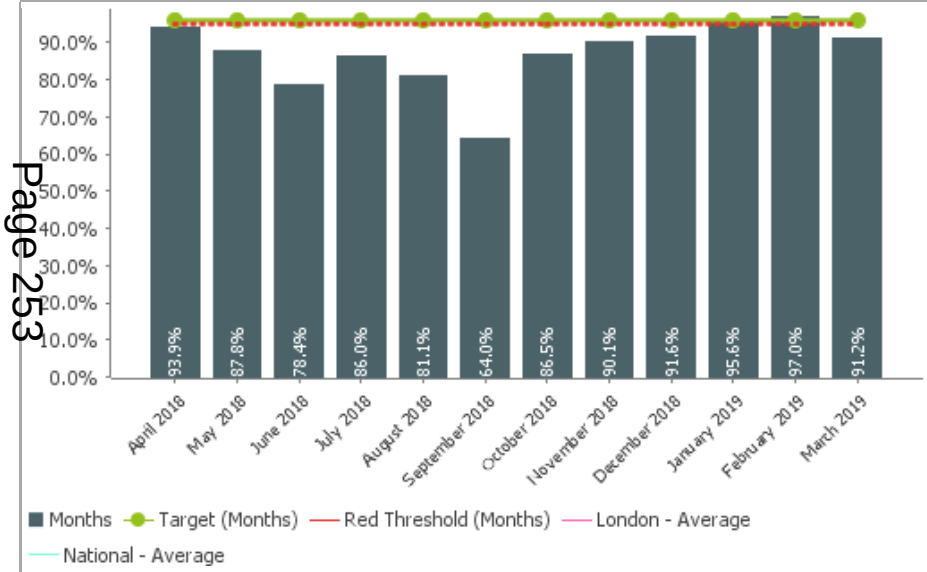
The service will strive to be back on target for the first quarter of the performance year, 2019/20.

M9.2 Timeliness of Freedom of Information requests

The council is required to respond to Freedom of Information requests within 20 business days. This measure looks at the percentage of all requests closed within the period which were closed within the required timescale. The measure is calculated for the year to date.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Executive Mayor	2018/19			↓	↓
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Head of Information Governance	Strategic	No	96.0%	86.6%	Red

Performance data trend chart



Latest note

Why is performance off target?
Quarterly performance has continued on its upward trend in performance with an increase from 89% in Q3 to 94% for Q4 of requests being responded to on time. This has had a positive impact on the year to date figure which now stands at 86% but remains below the minimum expectation and target. For the quarter as a whole, performance has exceeded 90% and in February reached 97% which is above the target of 96%.

What actions will be taken and who will be doing this?
Given this trend, it is hoped that we are able to maintain this level in the future. The volume of requests responded to in the period has remained stable. This improvement has come as a result of new staff becoming more familiar with the process and systems allowing them more time to focus on supporting services to respond in a timely fashion. The graph shows monthly performance while the overall performance figure shown above is for the year to date. Staff within the service will continue to receive the necessary level of support required to ensure that they respond to Freedom of Information requests within the expected period.

When will it be back on track?
Although there was a slight dip in performance in March, we had reached target in February and this is part of an upward trend in performance that we are likely to see continuing into the first quarter of 2019/2020.

Strategic plan delivery

RAG		Activity	Latest note
	Activity 9.1	We will redesign our services around our customers' needs, consolidating and simplifying the way we do things	We have successfully begun the process of redesigning our services around our customers' needs by simplifying the way we do things. We have managed to complete a number of projects that will provide ease of access to our residents such as being able to make an appointment online with registrars, apply and renew parking permits, make an application online for housing benefits and register online for council tax. We are on course to deliver the Council's Customer Strategy which continues to improve the customer journey and enable our customers to have a consistent experience. In addition, we are now able to make the Council an easier place to reach as we now have a single contact number which went live on the 25th of January 2019.
	Activity 9.2	We will improve our customer services by increasing the availability of digital transactions and services, making it easier to contact us by telephone, and provide a greater range of services at our Idea Stores	We will trial our new Local Presence model for face to face customer access at Idea store Bow for a period of three months between March and June. The trial will be run at the same time as the gradual launch of online services as they become available and by doing so will improve our customers' ability to access other online services. The availability of online services and improved customer facilities at all Idea Stores is still on course to be completed by summer of 2019.
	Activity 9.3	We will provide citizens with the skills and tools which will empower and enable community participation	We are continuing to provide citizens with the skills and tools which will empower and enable community participation through our partnership with the voluntary and community sector to embed our social value framework, which will help harness community and social benefits from our procurement activity. Through the Community Insight Network we have facilitated ten events to input community perspectives into developing our Joint Strategic Needs Assessment (JSNA) which is a joint process between health and social care to identify the current and future health and wellbeing needs of the local population to inform local priorities and decision making.
	Activity 9.4	We will identify and use community assets including the skills, knowledge, experience and enthusiasm of residents to shape our priorities and services	Over the past year we have strengthened the way we work with the voluntary and community sector (VCS). Earlier in the year, we established a new formal partnership arrangement with the VCS. This new way of working has helped us co-produce the transition from the council's previous grants programme (Mainstream Grants) to our new commissioning approach (Local Community

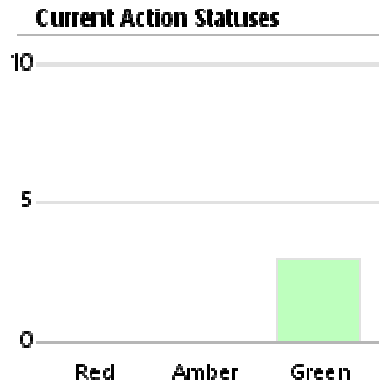
RAG	Activity		Latest note
			Fund). We jointly identified how the VCS could help deliver against the council's strategic outcomes and this has in turn informed what kind of services we will be inviting the VCS to submit proposals for. We held workshops and other discussions were held in early 2019 to finalise the funding prospectus and application information for the LCF. We then formally launched our new LCF in March 2019. We have been running a number of pilot programmes to test new ways of engaging with residents and the VCS to co-produce services and projects. Two of these pilots have now been completed successfully and our major co-production approach supporting our Liveable Streets programme will continue into 2019/20. We are continuing to improve the ways we are engaging with and consulting residents. We are finalising proposals for a new consultation portal. We expect the portal to become available by the autumn 2019, which is slightly later than we had anticipated. The portal will make it easier for residents help us shape our priorities, services and strategies by providing a single place for all consultation and engagement activity.
	Activity 9.5	We will deliver a comprehensive learning and development programme for Councillors and provide them with the right tools to support effective decision making	We have successfully delivered a comprehensive learning and development programme for councillors. Members' feedback and input will be used to inform the councillor learning and development plan for the remainder of the current term. Our extensive member induction programme was rolled out to 28 new councillors and 17 returning councillors. Twenty different subject topics have been delivered to councillors to ensure they have a sound knowledge of the council services and are equipped to effectively perform in their role as a councillor.

Outcome 10	The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

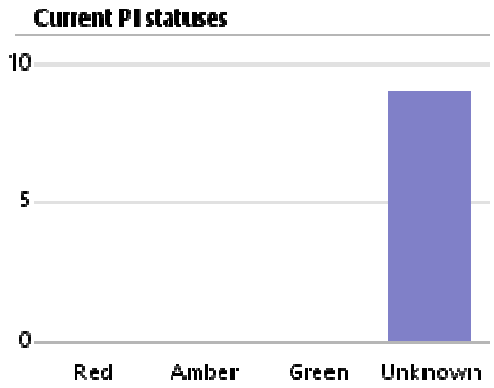
We want to be an effective and efficient council delivering best value across all of our services. We will root out duplication to reduce cost and complexity so that we focus on the things that really matter to our residents.
We will work collaboratively with the Tower Hamlets Strategic Partnership to improve outcomes for local people by pooling our resources and skills and delivering excellent public services. Through the new Tower Hamlets Plan we will focus on tackling inequality by building a strong, inclusive and fair borough with a focus on four themes of good jobs and employment, strong, resilient and safe communities, better health and well-being and a better deal for children and young people.
We will enter into coproduction where we share resources and decision making in an equal and mutual relationship, bringing together professionals, service users, and their families and neighbours to design and deliver public services.
We will use our buying power to commission services that get the best outcomes. Wherever it is practical to so, and provides value for money, this will be through local providers and those offering the optimum social value to the borough and its residents. We will work with partners to address the digital exclusion of some residents by supporting them to improve their digital skills.
We will continue to support local voluntary and community sector provision of services through better collaboration and supporting them to deliver services.
We will continue making the best use of Council assets, progressing the Community Hubs Programme and with a new Town Hall supporting the co-location of services and delivering better outcomes for residents.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



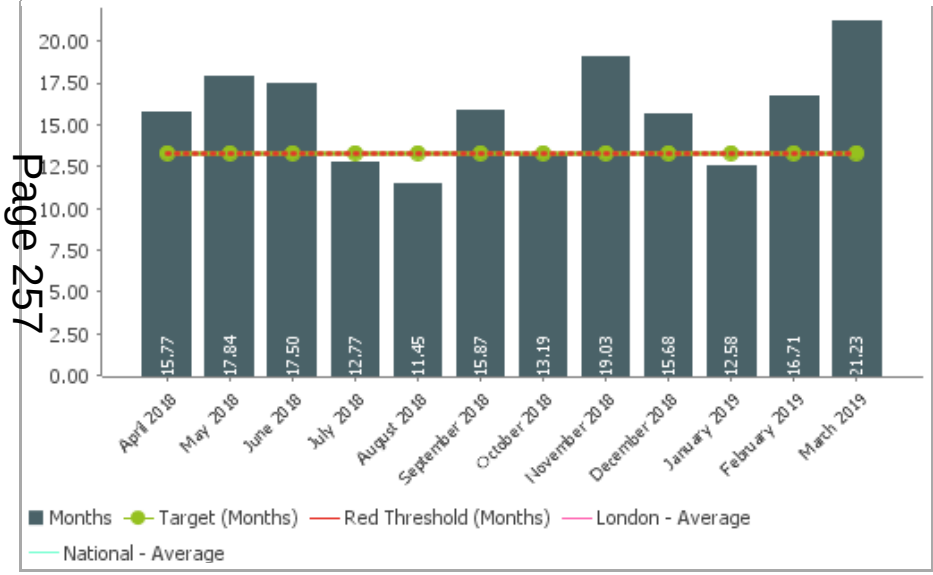
M10.1 Delayed transfers from hospital care (average daily bed days)

This measure gives the average daily number of beds in acute hospital care which are occupied by patients who are ready to be discharged. The measure is calculated monthly for the monthly only.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	March 2019		

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	Yes		21.23	Data Only

Performance data trend chart



Latest note

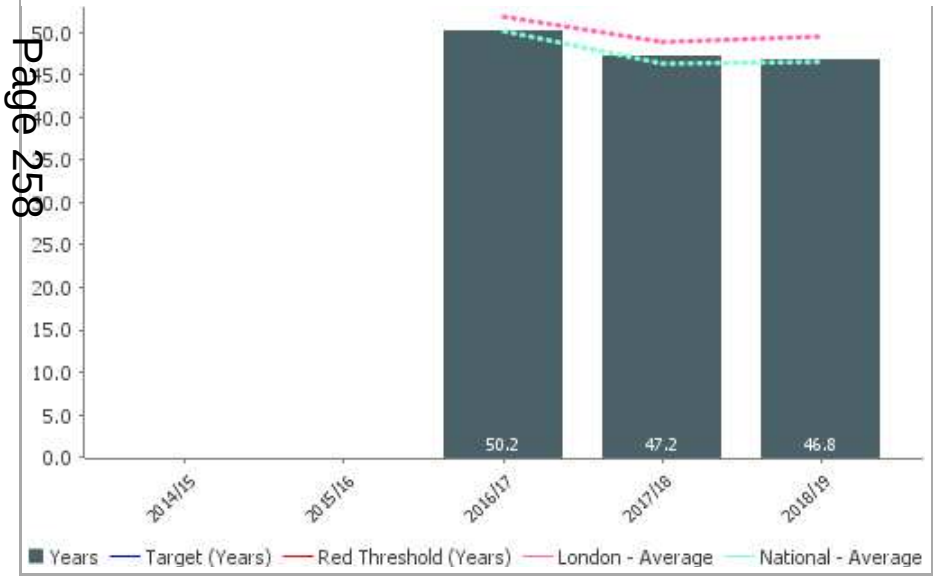
M10.2 Key Stage 4 (GCSE) - Attainment 8

This measure is the average Attainment 8 score per pupil in Tower Hamlets.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	2018/19	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		46.8	Data Only

Performance data trend chart



Latest note

This is the final outturn for the 2017/18 academic year as published by Government in January 2019.

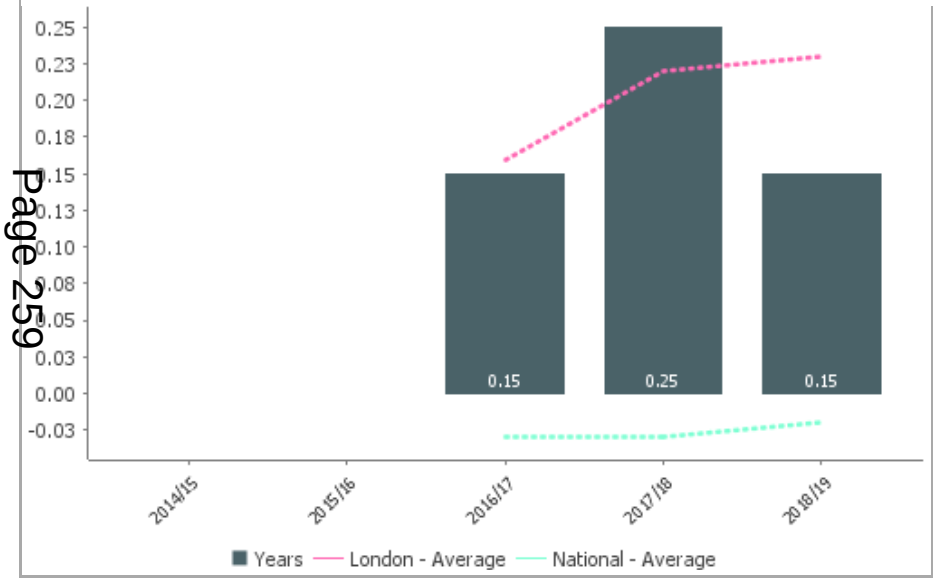
M10.3 Key Stage 4 - Progress 8

This measure is the average Progress 8 score per pupil in Tower Hamlets.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	2018/19	↓	↓

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		0.15	Data Only

Performance data trend chart



Latest note

This is the final outturn for the 2017/18 academic year as published by Government in January 2019.

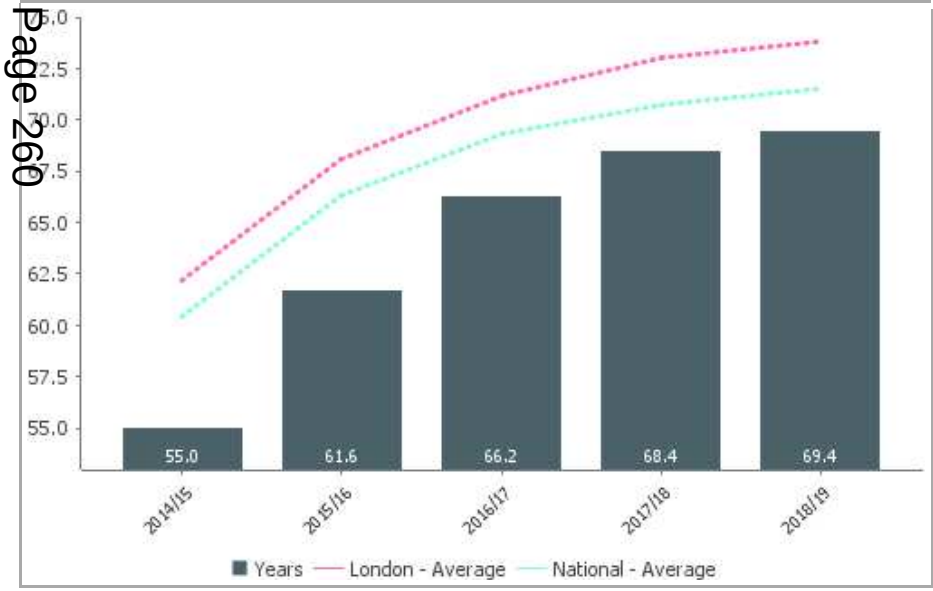
M10.4 Early years development

This measure is a national annual measures for the Early Years Foundation Stage Profile. It looks at the development of young children and the measure is expressed as the percentage of children achieving a Good Level of Development (GLD).

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Education and Partnership	Strategic	Yes		69.4	Data Only

Performance data trend chart



Latest note

This is the final outturn for the 2017/18 academic year as published by Government in October 2018. This measure continues to improve year on year in Tower Hamlets but remains behind the London and national average.

M10.5 Resident satisfaction with council and partner response to Anti-Social Behaviour (ASB)

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the police and other local services are successfully dealing with Anti-Social Behaviour (ASB).

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2017/18	↓	↓

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Community Safety	Strategic	Yes		57.0%	Data Only

Performance data trend chart

Latest note

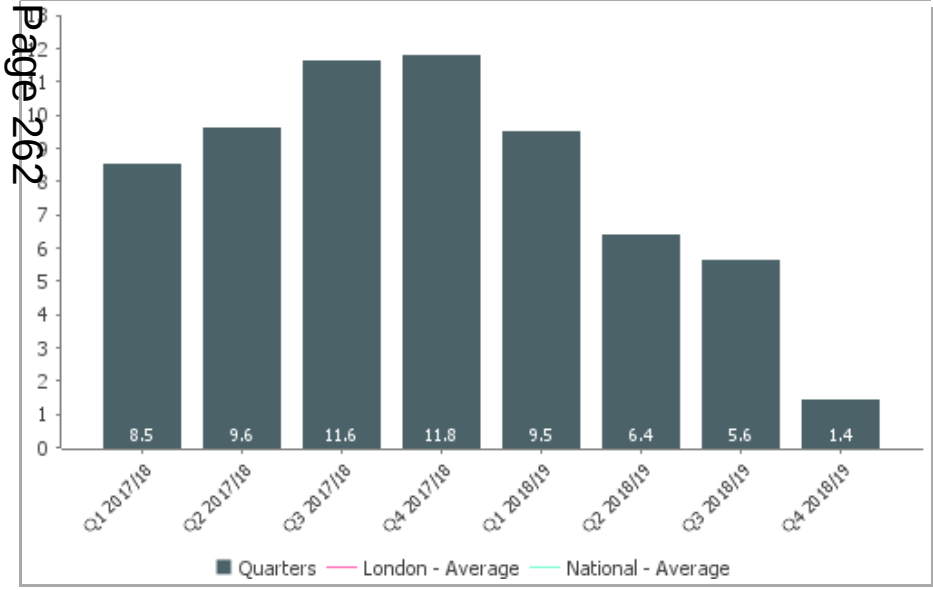
The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

M10.6 Employment rate gap between Tower Hamlets and London

This measure looks at the overall employment rate gap between the borough employment rate and the London average rate, for people aged from 16 to 64 years old. The measure is based on a survey rather than being the actual level of employment based on claimant rates or other measures.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Work and Economic Growth	Q4 2018/19				
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Growth and Economic Development	Strategic	Yes		1.4	Data Only

Performance data trend chart



Latest note

Tower Hamlets' employment rate is 72.9% while the London average employment rate is 74.3%. The gap between the borough employment and the London average rate is 1.4 percentage points. The gap has reduced from 5.6 percentage points since the last reporting period.

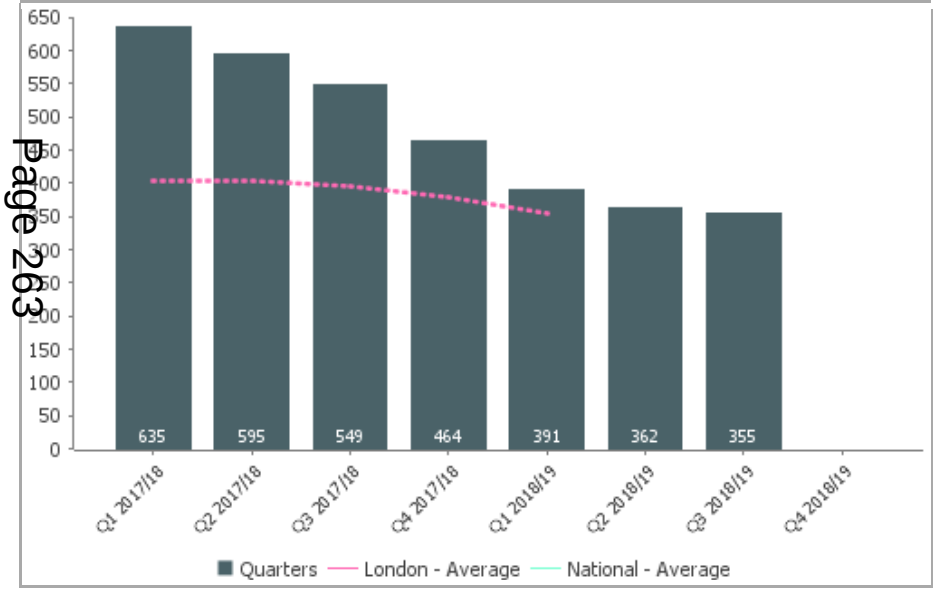
M10.7 First time entrants to the youth justice system

This measure looks at the number of young people who enter the youth justice system for the first time in their lives. The measure is calculated quarterly for a rolling 12 month period and is expressed as a rate per 100,000 people in the relevant age group. This standardisation enables comparison to other areas.

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Children, Schools and Young People	Q3 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Youth and Commissioning	Strategic	Yes		355	Data Only

Performance data trend chart



Latest note

Data for this indicator is drawn from national policing data to ensure it is in line with national reporting. National policing data is available six months in arrears. Please note that the data covers a rolling 12 month period; the figure reported for Q3 2018/19 covers the period October 2017 - September 2018. The next quarterly release will cover January 2018 - December 2018 and will be available in June.

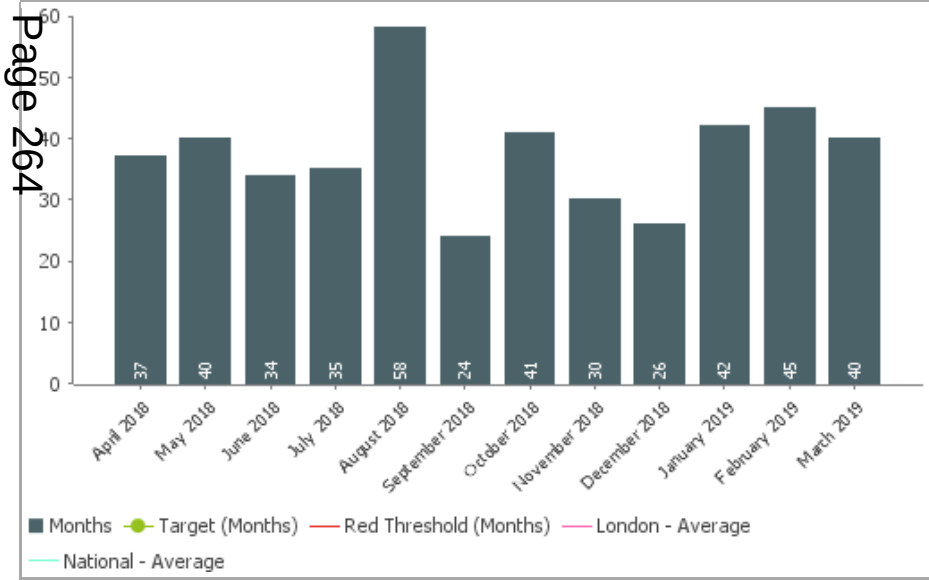
M10.8 Arrests supported by the council's CCTV room

This measure is a monthly count of the number of arrests as a result of the council's CCTV room working jointly with police on the street.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	March 2019	↓	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		40	Data Only

Performance data trend chart



Latest note

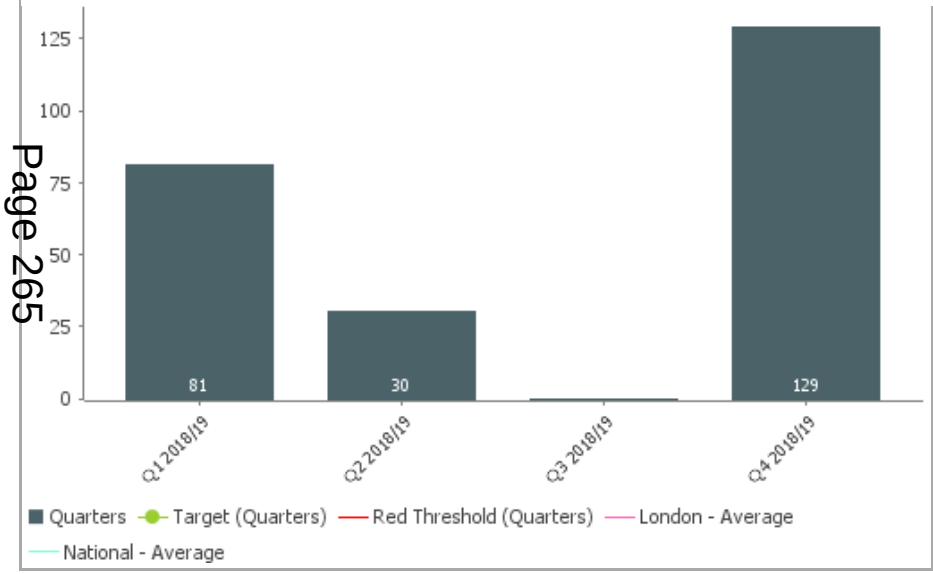
M10.9 Arrests as part of Operation Continuum

The number of arrests for drug trafficking offences as part of Operation Continuum, our joint operation with the police to tackle drug related crime

Lead member	*Last update*	*Short term trend arrow*	*Long term trend (DOT)*
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q4 2018/19	↑	↑

Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, Community Safety	Strategic	Yes		129	Data Only

Performance data trend chart



Latest note

Strategic plan delivery

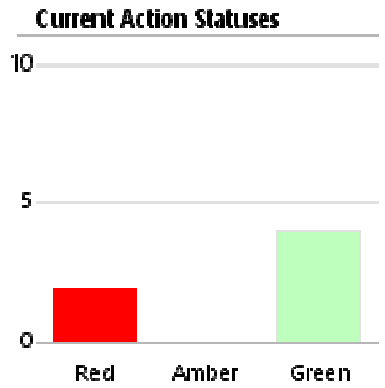
RAG		Activity	Latest note
✓	**Activity 10.1**	We will work collaboratively with the Tower Hamlets Strategic Partnership to develop and deliver the Tower Hamlets Plan	Over the past year we have intensified our partnership approach to delivery across the Tower Hamlets Strategic Partnership. We held two partnership summits focused on the priorities of the Tower Hamlets Plan to bring together a wide range of views and knowledge, helping us identify the most effective approaches to addressing those issues that we can only deal with together. We established a Brexit Commission to better understand how Brexit may affect our residents, businesses, and partners. The Commission launched its report in February, detailing a series of recommendations which we will be looking to implement alongside our partners.
✓	**Activity 10.2**	We will continue to deliver the Community Hub programme (through start on site at both Raines and Granby Hall) and start construction on the new Town Hall	We have now started building works on the new Town Hall. The construction and fit out programme is expected to take 186 weeks and we will move in 2022. Work is progressing on our two new Community Hubs at Raines House and Granby Hall. External work started at our Raines House site in January with a target completion date set for January 2020. The works on Granby Hall are expected to be completed in November 2019. Granby Hall is the site for our Somali Community Hub.
✓	**Activity 10.3**	We will continue to deliver integrated care through the Tower Hamlets Together Partnership	Over the course of the year, the Tower Hamlets Together Partnership (THT) has focussed on strengthening its governance arrangements, communicating its vision to all staff working locally across health and social care and delivering its core work programme through its three work streams including plans to transform integrated commissioning. A system wide process to agree commissioning intentions took place through 2018/19. In February 2019 an event was held that brought together senior leaders from across health and social care to highlight the importance of shared priorities, vision and purpose. There is more work to be done to communicate and embed this vision. This will continue throughout 2019/20. The THT Partnership has now agreed a set of priorities through the life-course groups for transformation and further integration of care.

Outcome 11	People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

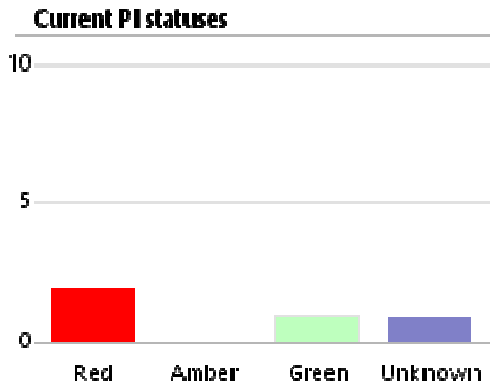
As our funding from central government continues to reduce we need to make sure that we use our resources even more effectively than we do now and constantly challenge the way we do things. We have made significant progress on our improvement journey over the past three years. We have put into place robust arrangements to improve services and strive towards excellence. Our organisational change programme is focused on giving our staff the right skills and tools to embrace a rigorous approach on achieving outcomes for our residents.
Now is the time to build on those foundations and accelerate the pace of change and innovation. This means embedding Best Value into everything we do, learning from our recent Local Government Association Corporate Peer Challenge, and continuing to work towards an improved Ofsted rating for Children's Services.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



M11.4 Resident view of the council doing a better job than a year ago

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the council is doing a better job than a year ago.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↓	↓
Lead officer	**Type**	**Contextual measure**	**Target**	**Actual**	**RAG rating**
Chief Executive	Strategic	No		56.0%	Data Only

Performance data trend chart

Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet. The 2018/19 survey results will be available in summer 2019.

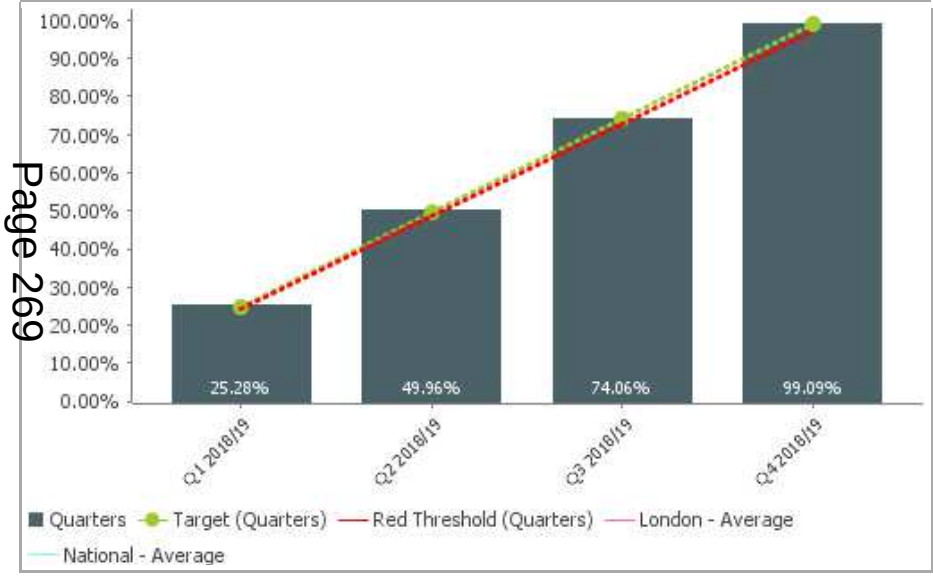
M11.1 Council Tax collection

This measure looks at the amount of council tax collected at certain points in the year. It is a cumulative total for the year expressed as a percentage of the budgeted (expected) Council Tax income for the year.

Lead member	Last update	Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector	Q4 2018/19	↓	↑

Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Head of Revenue Services	Strategic	No	99.00%	99.09%	Green

Performance data trend chart



Latest note

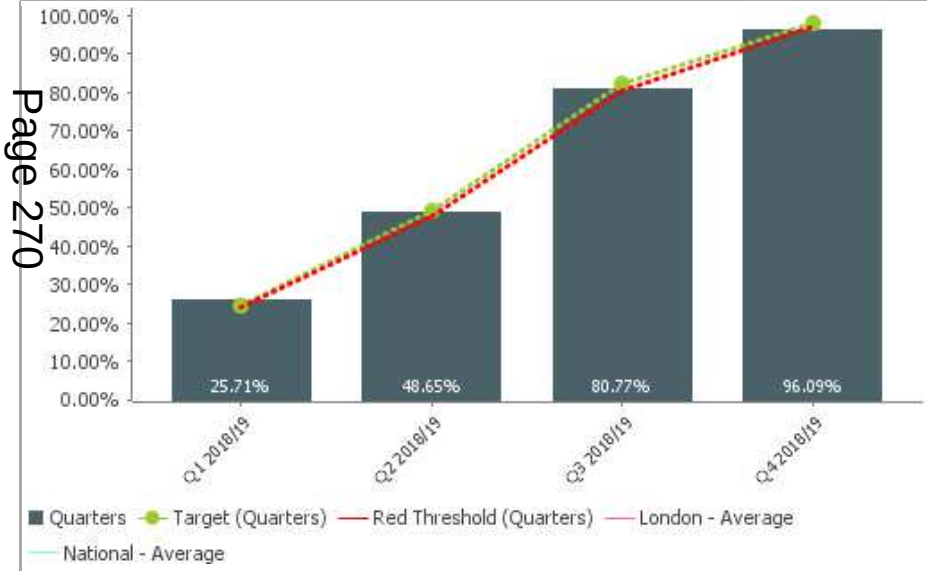
Target exceeded.

M11.2 Business Rates collection

This measure looks at the amount of business rates collected at certain points in the year. It is a cumulative total for the year expressed as a percentage of the budgeted (expected) business rates income for the year.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Resources and the Voluntary Sector	Q4 2018/19			↓	↓
Lead officer	**Type**	**Contextual measure**	**Target**	**Actual**	**RAG rating**
Head of Revenue Services	Strategic	No	98.00%	96.09%	Red

Performance data trend chart



Latest note

Why is performance off target?
There have been large reductions in rateable value throughout the year resulting in refunds of over £20m, which has impacted significantly on cash collection overall. These are largely as a result of changes in the way properties are valued by the Valuation Office Agency.

What actions will be taken and who will be doing this?
We will continue to monitor the effect of changes in how large assessments are valued and work closely with accountants to ensure we understand fully the impact going forward. London councils have been piloting 100% business rate retention since April 2018.This builds on the government's manifesto commitment to continue to give local authorities greater control over the money they raise. The government aims to increase the level of business rates retained by local government from the current 50% to 75% in April 2020. In 2019/2020, the changes to the pilot scheme mean that any losses in rateable value will now be shared with central government (25%) , the GLA (27%), and we will fund 48%. We will be working closely with the Valuation Office Agency (VOA) to ensure local authority reports are acted upon swiftly and any new assessments are brought into rating at the earliest opportunity.

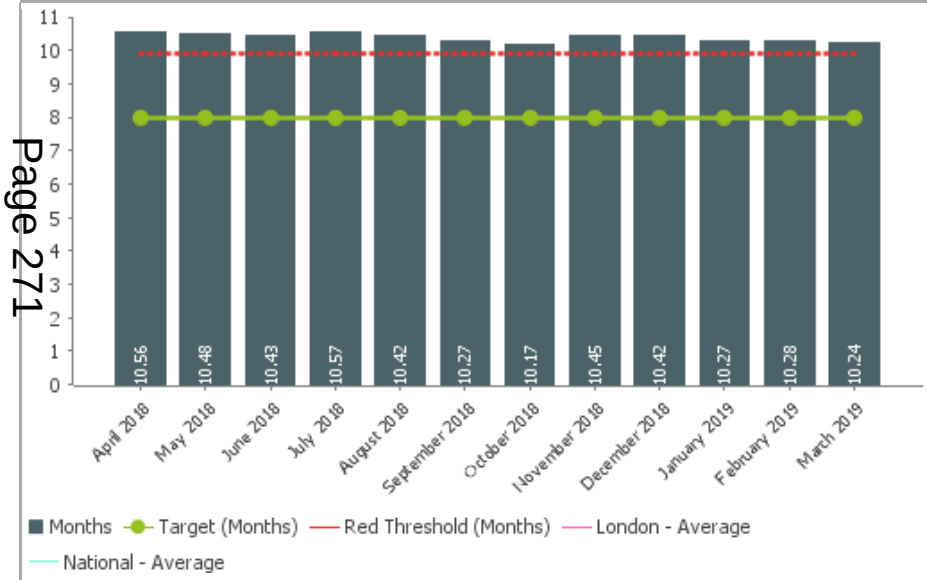
When will it be back on track?
Progress against estimated income for next year and fluctuations in the rate base will be closely monitored throughout the year, although it is difficult to estimate when tenants will be in a position to commit to long term tenancies in large assessments. When this does happen, developers will complete buildings or finish refits and the VOA will then be able to bring them onto the rating list.

M11.3 Staff sickness absence

This measure looks at the average number of sickness absence days per full-time equivalent employee over the past 12 months. The measure is reported monthly as a rolling 12 month figure.

Lead member	*Last update*			*Short term trend arrow*	*Long term trend (DOT)*
Cabinet Member for Resources and the Voluntary Sector	March 2019				
Lead officer	*Type*	*Contextual measure*	*Target*	*Actual*	*RAG rating*
Divisional Director, HR and Transformation Head of HR, HAC and Childrens	Strategic	No	8	10.24	Red

Performance data trend chart



Latest note

Why is performance off target?

There has been a slight reduction (from 10.42 to 10.24) in the average days lost per employee in this last quarter; however the target of 9 days has still been missed.

What actions will be taken and who will be doing this?

The service area will carry out interventions and management action continues to take place in accordance with the council's plans and procedures. This includes:

- Seeking to test the impact and effectiveness of a new absence management process in different trial areas
- Continuing the on-going roll out of the mandatory sickness management training and annual refresher courses for managers
- Embedding sickness management training in the corporate offer available through the Learning Management System
- Introducing a new offer for 'Managing the wellbeing of your team' focused on stress, pressure and resilience and another one for all staff in 'Building personal resilience and managing your wellbeing'

When will it be back on track?

Human Resources will continue to monitor staff sickness absence and highlighting the importance of holding return to work meetings after every period of absence and carrying out appropriate and timely referrals to Occupational Health (OH) and conducting sickness absence meetings.

Strategic plan delivery

RAG		Activity	Latest note
	Activity 11.1	We will work smarter together to become a dynamic outcomes-based organisation that delivers excellent services with fewer resources, using insight and intelligence to inform our decisions	We have undertaken a diverse range of activities through the year which will enable our transformation to a dynamic outcomes-bases organisation. We have created the Organisation and Culture Board which has overseen the creation and implementation of the new Outcomes Based Accountability framework and the adoption of the new Target Operating Model for the council. We have completed a number of reviews and restructures during the year to ensure we are able to deliver excellent services with fewer resources including the transfer of the community equipment service to a new provider, the closure of the three Local Authority Day Nurseries and the implementation of the new integrated Early Help Hub. We have delivered a programme of improvements to ICT and support services that will enable council services to become more reliable, efficient and productive. This has included the rollout of wifi across council buildings, upgraded internet data links, new interactive touch screens to meeting rooms and equipping senior managers with Surface Pros. We have also begun the migration of on-premise servers to secure cloud platforms and the rollout of new printers. We have negotiated a new relationship with Agilisys and are centralising our applications and support staff. We have made improvements to our online forms and have simplified our call services for residents through the use of one contact number for the council. The last and final Ofsted monitoring visit for Children's Social Care took place in March 2019 and focused on the front door and family support and protection teams. The outcome of the visit highlighted that there was no inadequate practice and some of the work was of very high quality. They also identified some variable practice and suggested where we need to focus to address this. Our aim remains to get a good rating at the next inspection however it is acknowledged by everyone that this is an ambitious target and if we were successful we would be amongst the quickest to achieve this. Our work on delivering robust quality assurance, supervision and continuing professional development within Children's Social Care is ongoing. As part of this a programme of audits

RAG		Activity	Latest note
			looking at different parts of the social care system was completed within the year, there was an increase as the year progressed in the proportion of audits rated as 'Good'. The Mayor, Lead Members, Chief Executive and senior managers observed front line Practice Week in November 2018. Service Users offered positive feedback about the services and senior leaders observed stable and effective practice. The SEND Improvement Group is driving forward improvements to the SEND system based on the themes of the SEND Strategy.Work has been done to map out the partnership activity and governance arrangements to ensure that improvements are delivered and overseen on a systems level to ensure better outcomes for children and young people with SEND, work is continuing on improving the visibility of relevant performance data.
	Activity 11.2	We will continue to ensure that our workforce is diverse, reflects the people we serve, and has the right tools to deliver excellent services to our residents	We continue to make sure that our workforce is diverse and reflects the people we serve We monitor and review our Gender Pay gap and information produced in relation to pay and ethnicity & pay and disability and take action to address disparities. We have launched our new organisational values and have embedded them into our 1-2-1 and team meeting processes. More recently we have launched our consultation on a modernised rewards package that provides our staff with the support and reward needed to help us transform the way we work. Our new staff development programme is now in place and includes a number of new apprenticeships designed to support us in becoming an evidence led and outcome focused organisation.
	Activity 11.3	We will undertake activities which see Tower Hamlets recognised nationally and locally as an inclusive employer that recruits, develops and supports staff from different backgrounds	During the course of the year we have made progress on the road to becoming recognised nationally and locally as an inclusive employer that recruits staff from different backgrounds and develops and supports them to achieve their potential. In September 2018 we were successfully re-assessed as a Disability Confident Employer. We are currently re-establishing our Disability Forum. We have decided to delay our application for the London Healthy Workplace Charter Excellence to early 2020 so that we can embed some of the changes we are making to our health and wellbeing offer to staff.
	Activity 11.4	We will build on our continuing journey of innovation, excellence and improvement by embedding Best	In 2018/19 we have built on our continuing journey of innovation, excellence and improvement by embedding Best Value improvements into service delivery.

RAG		Activity	Latest note
		Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation	We have established a Transformation & Improvement Board chaired by the Mayor to continue the drive to be an excellent and outcome focused organisation. The board is overseeing the council's Smarter Together transformation programme and scrutinises progress in areas of improvement such as children's social care. Our Overview and Scrutiny Committee (OSC) has delivered on its ambitious work programme with a focus on three priority areas in 2018-19: community safety, educational aspiration and employment aspiration. We have also developed new ways of measuring how we perform as an organisation in order to achieve the best outcomes for our residents which draws on a strong communications strategy. A key highlight for Quarter 4 has been our 'this is your home too' campaign for the Brexit which promotes our offer to support EU citizens who are residents of the borough. Across the last year, we have generated over 4,114 pieces of print, broadcast and online news coverage. The most recent quarter was a successful period with more than half of all coverage received being positive.
✓	**Activity 11.5**	We will protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud	We have successfully carried out anti-fraud activities to tackle, parking and other types of fraud. We are running a campaign with Tower Hamlets Homes to identify and tackle fraud and claim back council homes or refuse applications for tenancy succession where required. We have developed a new e-learning anti-fraud module for our staff and will be rolling it out shortly.
✓	**Activity 11.6**	We will develop a medium-term financial strategy (MTFS) and associated saving and investment proposals to take account of the impact on our local Council Tax payers of any changes to the level of Council Tax	We have successfully developed and completed a medium-term financial strategy (MTFS) which was approved at Full Council in February 2019. As part of our commitment to openness and transparency, we carried out a budget consultation road show which visited four busy locations in the borough. We also undertook telephone surveys with 1,100 residents and 500 businesses, putting our residents at the heart of everything we do and involving them in the difficult budget decisions we need to make.

Cabinet 22nd May 2019	
Report of: Corporate Director of Resources	**Classification:** Unrestricted
Provisional Outturn Report 2018-19	

Lead Member	**Councillor Ronald, Cabinet Member for Resources**
Originating Officer(s)	Kevin Miles – Chief Accountant
Wards affected	N/A
Key Decision?	N/A

Executive Summary

This report introduces the Provisional Outturn report for 2018/19. It includes details of the Revenue and Capital outturn positions, the provisional final position of the Dedicated Schools Budget and of the Housing Revenue Account and outlines progress made against savings targets as well as other key financial indicators.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Council's provisional outturn position for the General Fund, Dedicated Schools Budget and HRA budgets agreed for 2018-19, based on information as at the end of March 2019 and subject to the ongoing closure process as detailed in the appendices.
2. Note the summary savings position.

1. REASONS FOR THE DECISIONS

1.1. The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Leadership Team (CLT)

including approval of management action. Notwithstanding the above, this is the draft outturn report and it is good financial management practice to report this to elected members.

1.2. To the extent that there are options for managing the issues identified, these are highlighted in the report in order to ensure that members have a full picture of the issues and proposed solutions as part of their decision making.

2. ALTERNATIVE OPTIONS

2.1. The regular reporting of Revenue and Capital Budget Monitoring information through the year and the preparation of the draft outturn position after the year end provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances reported by budget holders and the management action being implemented to address the identified issues. Work is currently still taking place on closedown and this report forms the basis for the financial statements.

2.2. Further information across the Council's key financial activities is also included to ensure that CLT and Members have a full picture to inform their consideration of any financial decisions set out in this report and also their broader understanding of the Council's financial context when considering reports at the various Council Committees.

2.3. Set alongside relevant performance information it also informs decision making to ensure that Members' priorities are delivered within the agreed budget provision.

2.4. It is important that issues are addressed to remain within the approved budget provision or where they cannot be contained by individual service management action, alternative proposals are developed and solutions proposed which address the financial impact; CLT and Members have a key role in approving such actions as they represent changes to the budget originally set and approved by them.

3. DETAILS OF THE REPORT

3.1. On the 21st of February 2018 the council considered and agreed the Revenue Budget and Council Tax for 2018-19; and a capital programme showing resources available for investment in assets and infrastructure for ten years

until 2027-28. The Council also agreed the Housing Revenue Account (HRA) budget from 2018-19 which includes the rent setting and other charges.

3.2. The net budget requirement for 2018-19 was set at £343.7m. The MTFP indicated a balanced budget for 2018-19, which included delivering savings of £23.8m (£18.3m for 2018-19, and £5.5m slippage from previous years) and anticipated that the Council will still need to deliver further annual savings of £13.2m and £9.0m in 2019-20 and 2020-21 respectively.

3.3. The provisional outturn for the General Fund is showing an overspend of £2.6m ***after*** the application of reserves and corporate contingency. Originally budgeted to make a call of £5.6m from the General Fund balance, the provisional final position requires a further £0.9m increasing the amount required to £6.5m. The HRA has scaled back its projected outturn and has made a £6.5m surplus, against a revised budgeted surplus of £7.4m.

3.4. There were significant in-year pressures in Children's Services and on the Dedicated Schools Budget which resulted in significant overspends, which is attributable to social care and special educational needs respectively.

3.5. The Place directorate is forecasting an underspend position of approximately £2.9m as a result of a late budget adjustment and receipt of one off parking income. Other areas of potential overspend have been subject to the application of earmarked reserves.

4. EQUALITIES IMPLICATIONS

4.1. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

4.2. This report introduced the Draft Provisional Outturn for 2018/19. It includes details of the Revenue and Capital outturn positions, the projected position of

the Dedicated Schools Budget and the Housing Revenue Account and outlines progress made against savings targets as well as other key financial indicators.

4.3. Any decisions taken by the Council which relate to this report will have been subjected to an equality analysis, prior to a decision to implement is made. The Council continues to monitor the impact on residents who share protected characteristics as part of the ongoing public sector equality duty.

5. OTHER STATUTORY IMPLICATIONS

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

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.2 There are no other statutory implications contained in this report

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1. The attached report is primarily financial in nature and the financial implications of the issues raised have been included in the main report.

7. COMMENTS OF LEGAL SERVICES

7.1. Under Regulation 3 of the Accounts and Audit Regulations 2015, the Council is required to ensure that it has a sound system of internal control that facilitates effective exercise of the Council's functions and includes arrangements for the management of risk. The regular reporting of Revenue and Capital Budget Monitoring information through the year complied with this requirement.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

Appendix 1 – Directorate Summary Report
Appendix 2 – Control Budget – Revenue and Capital
Appendix 3 – Capital Monitoring Detail
Appendix 4 – Savings Tracker Summary and Detail
Appendix 5 – Mayoral Priorities

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

- None

Officer contact details for documents:

- N/A

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2018-19 Provisional Outturn Report

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Circulated to	Cabinet
Date	22nd May 2019
Classification	Unrestricted
Report of	Corporate Director of Resources
Lead Member	Cllr Ronald, Cabinet Member for Resources and the Voluntary Sector
Originating Officer(s)	Kevin Miles, Chief Accountant
Wards affected	All Wards
Key Decision?	No

Summary 1

General Fund Reserve usage £6.5m compared to planned £5.6m in original budget

DSG has a net overspend of £5.7m excluding ring-fenced funds

Housing Revenue Account (HRA) £0.9m overspent

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
Health, Adult & Community	141.0	105.9	107.1	1.2	(1.2)	105.9	(0.0)	105.6	105.6	0.0
Public Health[1]	0.0	35.0	34.6	(0.4)	0.4	35.0	(0.0)	33.5	33.5	0.0
Children & Culture	107.2	100.0	110.1	10.0	(2.2)	107.9	7.8	98.8	107.6	8.8
Place	64.4	70.2	67.5	(2.7)	(0.2)	67.3	(2.9)	64.4	63.4	(1.0)
Governance	13.1	14.2	16.1	1.8	(1.8)	14.3	0.1	12.8	13.4	0.6
Resources	22.3	20.9	26.7	5.8	(4.7)	21.9	1.1	26.3	27.1	0.8
Corporate	(4.3)	(2.5)	(13.2)	(10.7)	4.1	(9.1)	(6.5)	4.5	(6.2)	(10.7)
	343.7	343.7	348.8	5.1	(5.6)	343.2	(0.5)	345.9	344.4	(1.5)
Financed by	(338.1)	(339.8)	(340.4)	(0.6)	3.7	(336.7)	3.1	(346.5)	(345.9)	0.0
Net General Fund Movement	***5.6***	***3.9***	***8.4***	***4.5***	***(1.9)***	***6.5***	***2.6***	***(0.6)***	***(1.5)***	***(1.5)***
Housing Revenue Account[2]	***0.0***	***(7.4)***	***(6.5)***	***0.9***	***(0.9)***	***(7.4)***	***0.0***	***12.0***	***12.0***	***0.0***
DSG – Schools Block[3]	197.5	197.5	196.3	(1.2)	0	196.3	(1.2)			
DSG - Non Schools Block	79.0	79.0	84.7	5.7	0	84.7	5.7			
DSG Total	276.5	276.5	281.0	4.5	0	281.0	4.5			

[1] *Public Health is ring-fenced and surpluses are taken into an earmarked reserve*

[2] *The HRA is a standalone account outside of the general fund*

[3] *The Schools Block DSG Allocation is ring-fenced and cannot be used to support overspends in other DSG areas*

Conventions: The use of brackets denotes either an income budget or a positive variance (underspend).

Note 1: The current budget reflects the original budget approved by Members in February 2018 adjusted for any subsequent approved budget virements. The budget history is included as Appendix 2.

In February 2018 the Council approved a revenue budget of £343.7m which was to be financed by external funding sources such as Council Tax, Business Rates; grants and drawdown from the Council's Earmarked and General Fund reserves.

There has been an overall £6.4m usage of the General Fund compared to the planned £5.6m in the original budget. This leaves an overspend on the general fund of £2.6m compared to the revised budget. The £7.8m overspend on Children Services is the main contributing factor.

The DSG has a gross overspend position of £7.9m (within the 'High Needs' and Early Years blocks), although this is partially mitigated by an underspend of £2.2m from the central schools services block allocation, leaving a net overspend position of £5.7m. There is an additional £1.2m underspend within the schools block, but this is ring-fenced and must be carried forward.

The HRA has achieved a reduced surplus of £6.5m against a projected surplus of £7.4m.

The MTFP outlined for 2018-19 approved savings of £18.3m in order to deliver a balanced budget. An additional £5.5m relating to slippage from previous years must also be achieved. Therefore, in total £23.8m of savings are to be delivered.

2018-19 in two sentences and five numbers

This report shows outturn position for the financial year ended 2018-19

£2.6m **Net overspend on General Fund**: after application of £18.3m of Reserves.

£23.8m **Savings**: our total savings requirement for the current year taking into account slippage from earlier years'; we believe that £8.4m will slip into future years, and £1.8m is not recoverable.

£18.3m Adjustments made from earmarked reserves to fund services. This is higher than the £13.1m originally budgeted.

£566m **Collectable income**: total collected for Council Tax and Business Rates.

£383m **Treasury Investments**: a revised investment strategy to achieve £1.5m of additional income was achieved.

Health, Adults & Community 2.1

Outturn variance of less than 100k

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
HA&C	141.0	105.9	107.1	1.2	(1.2)	105.8	(0.0)	105.6	105.6	0.0
Public Health	0.0	35.0	34.6	(0.4)	0.4	35.0	(0.0)	33.5	33.5	0.0
Health, Adult & Community	141.0	140.9	141.7	0.8	(0.8)	141.9	**0.0**	98.8	107.6	8.8

The Health, Adults and Community Directorate has come in broadly on budget for 2018-19 once the ring-fenced Public Health grant is taken into account. We have summarised the main variances below.

The 2018-19 budgets include £3.5m of savings including £0.8m of savings from prior years. The directorate achieved £2.9m (81%) of these savings in 2018-19.

The Outturn position includes the usage of £1.46m of additional funding received to alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds across England.

(in numerical descending order)	£m	Variance commentary
Adult Social Care An over spend due to demand for residential and community-based care services for disabled and older people.	3.0	The 2018-19 outturn is an over spend of £3.0m against a net budget of £90.1m (3%). The over spend is caused by pressures in demand led residential and community based care services for adults with disabilities, older people and mental health. There was an adverse movement of £2.2m from the forecast over spend of £0.8m in Period 11 to the final outturn of a £3.0m overspend. This movement was predominantly in relation to homecare – forecasts did not reflect the level of outstanding payments to providers (the total accrual raised for homecare is approximately 20% of total spend on homecare for 2018-19). The forecasting approach last year was successful as providers were paid on account until February 2018. Since then the approach to paying providers has changed, and electronic homecare monitoring is now implemented, albeit with some difficulties, which has resulted in the previous method for forecasting no longer being suitable. Extensive work is underway to review the end-to end process for commissioning care to the care being provided, invoiced for and paid, to look at how clarity of information can be improved across the teams within the directorate, the quality of the information available within systems at the Council and how data quality improvements can be made, and how to decrease the time taken to pay providers for care delivered. These actions will ensure much greater accuracy with forecasts can be achieved.
Integrated Commissioning An under spend due to procurement efficiencies.	(2.5)	The outturn variance is a £2.5m underspend against a net budget of £12.1m, following efficiencies achieved through the procurement programme and IBCF and BCF time limited funding.

		The under spend is attributable as follows: BCF schemes - £0.8m. BCF income for care act implementation pressures (£0.7m) is held here, however actual pressures are presented in Adult Social Care. The remaining under spend of £0.1m relates to schemes supporting integration with health. IBCF schemes - £0.6m. Funding relating to market sustainability and LD inflationary pressures was held in this Division; however the expenditure pressures were actually presented within Adult Social Care. The funding was held separately from the actual pressures to reflect that IBCF funding within the directorate is one off in nature as the funding reduced and ultimately ceases after 2019-20. Procurement efficiencies - £0.7m. Contract efficiencies made in 2018-19 will support delivery of intended savings in 2019-20. Unbudgeted income - £0.2m. This is in relation to the return of prior years' tenants subsidies of £0.2m.
Community Safety An under spend due to temporary vacancies in staffing.	(0.7)	The outturn variance is a £0.7m under spend against a net budget of £3.7m following planned allocation of reserves for the additional costs of police posts. The under spend is due to posts being vacant, pending a safer communities service redesign (to achieve a 2019-20 MTFS saving of £0.255m) and whilst recruitment to new posts took place. Alongside this, a general fund budget of £0.2m to support DAAT has not been used due to the full allocation of the Public Health contribution not being required to fund the DAAT service.
Public Health Break even after transfer to reserves.	-	The outturn variance under spend of £0.4m will need to be retained in reserves for Public Health initiatives in future years, in line with the ring fenced nature of the grant. This will result in the Public Health ring fenced reserve totalling £1.7m. It is planned to support future work on tackling loneliness and social isolation through the use of some of this reserve. The under spend is a result of reduced expenditure on substance misuse services following 2 of the 3 providers not meeting the threshold in place for PbR (payments by results) payments and management of demand driven residential treatment.

Children & Culture 2.2

Outturn variance £7.8m General fund overspend

DSG £5.7m overspend excluding ring-fenced items

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
C&C GF	107.2	100.0	110.1	10.0	(2.2)	107.9	7.8	98.8	107.6	8.8
C&C DSG	276.5	276.5	281.0	4.5	0	281.0	4.5			

The General Fund budget for Children & Culture is £100.031m and was overspent by £10.0m before a pre-approved drawdown from reserves of £2.2m, leaving a net variance of £7.8m. Most of this overspend is within Children's Resources (£2.1m), Youth Services and Commissioning (£1.7m), Children's Social Care (£1.7m) and Early Years (£1.3m).

There is an increased pressure on the Special Educational Needs and Disability (SEND) support for schools budget within Education and Partnerships, on both General Fund (£1.7m) and DSG (£3.3m). The General Fund pressure is related to Transport Services (£1.3m) and staffing (£0.4m). The external transport service has recently been recommissioned resulting in an increased cost, which is currently being analysed by Commissioning and SEND, along with additional numbers of children requiring the service. Internal audit have been instructed to investigate the absence of controls in the existing process for commissioning transport services. Grant Thornton is currently also leading a review of expenditure on this area. The outcome from these exercises will be reported to members in due course.

We continue to develop work to address the challenges highlighted for improvement following the Ofsted report in April 2017. This work is now beginning to positively impact on practice and systems which has enabled a reduction of spend and pressures within Children's Social Care. We are now heading towards the end of this 2 year plan which identifies a one-off £4.2m cost (£1.9m incurred in 2017/18 and £1.7m in 2018/19) which has been met by Council reserves subject to meeting certain targets. Work to review and re-design our placement sufficiency and strengthen our recruitment and retention are now demonstrating that spend is reducing and positively impacting on financial pressures. The net forecast includes £1.8m to be drawn down in 2018-19. The balance of £0.5m will be required for 2019-20. £0.4m is required from reserves for Fireworks, Youth Sports and THEP Seed funding.

Details of the significant variances on the General Fund are shown below.

(in numerical descending order)	Over £m	Variance commentary
Special Educational Needs Continued increase of transportation costs	1.7	The increased numbers of pupils with Education, Health & Care Plans (EHCPs) qualifying for transport led to over spending on both the internal and the external SEND transport. Despite a growth bid submitted for the 2018-19 financial year to reduce the impact of a predicted overspend, the increase in service users, the rise in costs of both internal and external transport and the limitations of the re-tendering process undertaken in Summer 2018 meant that the budget was under-resourced in relation to the need. A further growth bid was submitted for this financial year to reduce the financial impact of the predicted over spend. Increased numbers and the age of the fleet meant that an additional 30-seater coach needed to be purchased and an anomaly in the transport for pupils to the LA's residential school was corrected to reimburse the annual costs of transport back to the school. The School Transport Advisory Group meets regularly and has recommended a pilot project to increase

		the numbers of pupils with EHCPs who receive travel training to travel independently to school and the offering of personal travel budgets. Going forward SEN Transport and Commissioning are waiting for the results of the review of transport expenditure which is expected to recommend a range of strategies to reduce the spend on both internal and external SEN Transport. Agency staff and internal SLAs with other council services have contributed to the over spend due to backlog of Education Health & Care Plans (EHCP) and new caseloads; this pressure remained as the focus shifted to ensuring statutory compliance with timescales for issuing EHCPs and annual reviews. There are £0.2m savings for 2018-19 that are unachievable. Moving forward into 2019-20 there are an additional £0.740m unachievable savings in the MTFS that will require a management action to mitigate.
Contract Services Full review of service	1.6	Options for the future delivery of Contract Services were presented to Cabinet in February 2019. All recommendations were accepted by Cabinet. The recommendations are intended to reduce pressures on the budget for this service, including withdrawal of Secondary school catering, withdrawal from schools contract cleaning, a review of adults' welfare meals, and a review of primary schools SLAs. Cabinet have instructed officers to work up full detailed plans for each of the recommendations.
Early Years Unachievable Savings	1.3	These savings are unachievable in 2018-19 due to pressures on Early Years budgets. The savings are currently held in the Children's resources holding account. A decision is required on how these savings will be managed moving forward into 2019-20 along with the 2019-20 MTFS savings of £1.079m.
Looked After Children (LAC) Placements Work continues to reduce high cost placements	1.1	The forecast for the placement budget was based on LAC modelling and sufficiency strategy outcomes. The spend has increased by £0.467m since Q1, but there has been a reduction of £1m in costs since 2017-18. These reductions have been achieved through the setting up of a regular panel that scrutinises receptions into care and prioritises placements within our own cohort of foster-carers. LAC Placements have increased by 40 from 289 in February 2018 to 329 in March 2019. However the per 10,000 figure for CLA continues to show that the TH rate of children in care is considerably lower than both statistical neighbours and England averages.
Children's Resources Historical Budget adjustments	1.0	There is a £1m pressure for historical budget adjustments that relate to the financial years 2013-14 to 2016-17. £0.3m relates to historical Business Support savings and will be moved into the 2019-20 budget build. A decision is required on how the balance of £0.7m will be managed moving forward into 2019-20.
Children's Social Care Staffing Agency workers – pressure reducing as permanent staff are recruited.	0.8	To ensure the service is able to deliver good quality social work to the most vulnerable children in LBTH, agency workers have been recruited. This will need to continue until we can stabilise the workforce with a greater number of permanent staff. The introduction of the social work academy in November 2018 will support the ability to increase ASYE and "grow our own" SW resulting in an expected cost reduction in this area. In addition the work that has already been undertaken in relation to improving recruitment and retention has resulted in a significant reduction in staff turn-over (now at 9.9%) which brings us significantly below the London average. The recent focus on pro-actively identifying issues of Neglect and Early Help have led to increased numbers of open cases. This has meant that a number of agency SWs who we had expected to be able to release as part of the SW Academy plan have needed to be retained. Agency staffing cost £9.1m in 2018-19. This is 30% of the total staffing cost.
School Redundancies	0.4	These costs associated with LA school employee redundancies are increasing as schools restructure to meet budget pressures.
Building and Technical services	0.3	This overspend is the cost of providing security and NNDR charges for vacant buildings.
Corporate Recharges	0.2	The pressure is due to non-budgeted insurance recharges

Support for Schools	0.1	Funding for schools of concern.
PFI		Building schools programme – A number of schools are reporting pressures to budgets as a result of the payments due for the PFI. Detailed work around the extent of the pressures across Grouped Schools is currently being undertaken. One of the key drivers for the pressures relates to pupil numbers coming in lower than had been originally forecast. This drove the design specification of the PFI sites, therefore resulting in a situation where a number of schools are receiving lower than forecast pupil funding, whilst having unoccupied PFI buildings/classrooms which need to be paid for.

The Dedicated Schools Grant (DSG) Pressures	£m	Variance commentary
High Needs Block (HNB)	7.1	This budget is under significant pressure; last year the overall block had an in-year overspend of £1.424m which was supported by the DSG carried forward reserves. There continues to be significant growth in demand for Education Health and Care Plans (EHCPs) and in the complexity and cost of SEN provision across the whole age range. This growth mirrors the national position and is expected to increase further with a projected 28% increase in Plans over the next 10 years. The main pressures relate to the following services within the High Needs block: Colleges £1.4m, Independent Schools £1.7m, Special Schools £0.9m, Academies & Free Schools £3.1m. The High Needs working group considered recommendations in January 2019 to reduce costs over the next 3 years. Action needs to be taken to address the pressures including increasing in-borough provision and further implementation of the High Needs funding review recommendations. A solution for 2019-20 needs to be urgently identified.
Early Years and Local Authority Day Nurseries (LADN)	0.8	A proposal to close the LADNs was agreed by Cabinet on 27th September. This means there will be a residual budget pressure this financial year and a pressure in the next financial year of circa £0.250m. Redundancy costs of £0.5m in 2019-20 will be funded corporately.
Central school services bock allocation	(2.2)	The central schools block allocation has been under-utilised during the course of the year and was planned to support known overspends in the Higher Needs Block. The underspend includes partial application of the Education Support Grant (ESG).

Place 2.3

Outturn variance £2.8m underspend

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
Place	64.4	70.2	67.5	(2.7)	(0.2)	67.3	(2.9)	64.4	63.4	(1.0)

The Place directorate has an outturn position of £69.4m (0.9m overspend). This is mitigated by the inclusion of £2m of non recurrent parking income and a late budget adjustment for the Mayors Priority that did not allow time to incur the relevant spend in 2018-19 and will be carried forward to 2019/20.

	Over £m	Variance commentary
Property & Major Programme Reduction in income from occupation of Jack Dash House and costs of holding vacant premises awaiting disposal.	1.6	There is a £0.8m overspend due to a reduction of rental income following the Tower Hamlets Homes move from Jack Dash House in July 2018. This budgetary pressure will continue until a new tenant is secured. In addition, various costs have been incurred in relation to ensuring the security of vacant buildings.
Planning & Building Control Legal Fees in relation to Planning Appeals	0.3	Significant legal fees have been incurred in relation to the costs of defending planning appeals. These total approximately £0.8m but underspends within the service, together with additional income from planning fees, have enabled most of these costs to be contained within the service budget.
Growth & Economic Development Mayoral priority funding outcomes to be delivered	(1.1)	Mayoral Priority Growth was incorporated within the budget in month 11. Due to the re-profiling of projects, the funding has not been fully spent. £1.2 million of resources will need to be available in 2019-20 in order to deliver on the Mayor's outcomes.
Public Realm Historical savings unachieved. Transfer of ASB Enforcement to HAC to be completed in January 2019	(3.6)	Parking over achieved income by £2.0m due in the main to the deregulation bill and use of cameras along with more efficient enforcement of Penalty Charge Notices (PCN's); increases in Pay and Display and permit income; and an increase in parking bay suspensions. The retendering of the disposal contract in 2017 has resulted in £1m underspend being deferred as a saving opportunity until 2019-20. This has enabled the mitigation of historical savings unachieved in the 2018-19 (£0.451m and £0.160m). The MTFS approved at January 2019 Cabinet addressed the budget shortfall with the Enforcement Review growth bid. Mayor's Priority Growth Budget allocated in month 11 of £0.55m has not been spent (due to re-profiling of the projects) and will need to be available in 2019-20 in order to deliver on the Mayor's outcomes.
Property & Major Programme Reduction in income from occupation of Jack Dash	1.6	There is a £0.8m overspend due to a reduction of rental income following the Tower Hamlets Homes move from Jack Dash House in July 2018. This budgetary pressure will continue until a new tenant is secured.

House and costs of holding vacant premises awaiting disposal.

In addition, various costs have been incurred in relation to ensuring the security of vacant buildings.

Governance 2.4

Outturn variance £0.1m overspend

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
Governance	13.1	14.2	16.1	1.8	(1.8)	14.3	0.1	12.8	13.4	0.6

Over £m

Variance commentary

Overall Governance shows a small overspend

The directorate has a net budget of £14.2m and has a small overspend of less than £100k after the application of approved reserves.

This overspend comprises of £700k of election costs covered from the Risk Reserve. There is further £514k associated with strategic improvement work carried out for Children Service Improvement & SEND, the cost was captured within SPP (Strategy, Policy and Performance) and the total cost for each project is shown in the table above. This was funded from the Children Service Ofsted Improvement budget.
The remaining £550k is a pressure in the SSP improvement team and was funded from the transformation reserve.

Resources 2.5

Outturn variance £1.1m overspend

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
Resources	22.3	20.9	26.7	5.8	(4.7)	21.9	1.1	26.3	27.1	0.8

The Resources directorate has a net budget of £20.9m. The outturn was £26.7m of which £4.7m of funding has been previously approved from the ICT Transformation Reserve leaving a directorate overspend of £1.1m.

Details of the areas of overspending are summarised below.

(in numerical descending order)	Over £m	Variance commentary
Corporate Finance Delayed implementation and agency cover	0.6	The service had a savings target of £1m to be delivered through a service review and restructure.
Customer Access Historic budget pressure from Reduced SLA income	0.3	The service still has a historic budget pressure due to reductions in SLA income. This needs to be addressed through a service review/restructure or other management action.
Council Tax Admin Additional court costs income cannot be realised	0.3	The overspend is due to lower income levels insufficient to meet additional cost pressures and historic savings.

Other comments

Use of Reserves	Approximately £4.7m was used from the ICT Transformation reserve which was agreed by Cabinet in 2017-18. The costs relate to ICT Transition, Cloud migration, Network transformation, Desktop Transformation and the cost of the project team.

Corporate Costs 3

£5.2m of additional Earmarked Reserves were drawn down

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
	'000	'000	'000	'000	'000	'000	**'000**	'000	'000	'000
Corporate	(4.3)	(2.5)	(13.2)	(10.7)	4.1	(9.1)	(6.5)	4.5	(6.2)	(10.7)

Other comments

Summary

The 2018-19 budget included use of £5.6m of general fund reserves to manage the budget funding gap. The final position shows £6.5m of general fund reserves were used. The main difference is the higher Children services expenditure, partially offset by a Place underspend against budget.

In arriving at this figure we have utilised £18.4m of earmarked reserves to manage the overspends (compared to £13.1m in the original budget) within the services and also set up a reserve of £16.8m for unspent New Homes Bonus money.

Housing Revenue Account (HRA) 4

Outturn variance for HRA £0.9m under recovery

Service	Original Budget 2018-19	Revised Budget 2018-19	Actual 2018-19	Variance before Reserves 2018-19	Reserve Adjust-ments 2018-19	Outturn After Reserves 2018-19	Variance After Reserves 2018-19	Revised Budget 2017-18	Outturn After Reserves 2017-18	Variance After Reserves 2017-18
Housing Revenue Account	0.0	(7.4)	(6.5)	0.9	(0.9)	(7.4)	0.0	12.0	12.0	0.0

The overall variance is made up of a number of over and underspends, the main ones being: -

	Variance £m	Variance commentary
Dwelling & Non Dwelling Rental income **Additional income recovered**	(1.4)	Approximately £1.4m of additional dwelling rental income was received compared to the budgeted figure. This is due to better than forecast void rates; the budget made an allowance of 2% for voids, but actual void rates were approximately 0.6%.
Leasehold Service Charges **Higher than expected income**	(1.4)	Year end income is higher than budgeted, mainly due to building insurance costs being higher than was assumed when this budget was set. This is offset by additional expenditure in the 'Special Services, Rents, Rates & Taxes' budget line below.
Investment Income **Less investment income than expected**	0.8	Lower than forecast income from HRA balances has been received compared to the budget as the interest rate applied to the HRA balances held at year end was substantially lower than had been assumed, due to using the 7 day LIBID interest rate rather than the 3 month LIBOR interest rate as was previously the case.
Repairs and Maintenance **Underspends across a number of areas**	(0.6)	This variance is due to underspends in relation to the home decorations budget, play areas and repairs work on void properties. In addition to these, the estate curtillage programme underspent as the project did not commence until the second half of 2018/19.
Special Services, Rents, Rates & Taxes	2.5	As projected throughout the year there was an underspend on the energy budget due to energy prices being lower than assumed when this budget was set. This underspend is offset by the additional building insurance expenditure referred to in 'Tenant & Leaseholder Service Charges' budget heading above, as well as higher insurance charges for HRA dwellings .
Bad Debt Provision	(1.2)	As forecast during the year, due to delays in implementing some elements of welfare reform it was anticipated that the full level of provision may not be needed in 2018/19. Now that the final position is known and the bad debt provisions have been calculated this has proven to be the case, and the bad debt provisions have actually reduced.
Capital Financing charges	(1.0)	The 2018/19 depreciation charge is approximately £2m higher than the budget, however, the HRA's major repairs reserve will be credited with an extra £2m which can be used to finance the HRA's capital programme or repay debt. The depreciation charge was previously calculated as £4.5m but a recent revaluation of the housing stock has led to a reduction of £2.5m in the depreciation charge between Month 11 and 12. Partially offsetting the higher than budgeted depreciation charge is a lower than budgeted interest charge to the HRA (£900k lower than budgeted) due to the Authority having repaid a £60m loan during the year.

Capital expenditure: **Table 5.1**

	Actual (under)/ over spend for year	Spent to date vs Budget		This year's fig (£m)	
		This year	Last year	Annual budget	Final Spend
	£m	%	%	£m	£m
	A = E-D	B = E/D	C	D	E
Housing Revenue Account	(27.3)	56%	62%	61.9	34.6
Corporate	2.2	122%	0%	9.8	12.0
Children's Services	(4.9)	65%	68%	14.2	9.3
Place	16.0	128%	76%	56.3	72.3
Health, Adult, Communities	(1.4)	53%	40%	3.0	1.6
Resources	(0.4)	20%	24%	0.5	0.1
Total	(15.8)	89%	82%	145.7	129.9

We've spent 89% of budget in 2018/19, compared to 82% last year. Overall, slippage of £15.8m has occurred, but any unspent budget will be spent in future years rather than the current year. The programmes with the largest variances are set out below. Overleaf are Capital Receipts.

	(Under)/ overspend £m	
Purchase of properties for use as temporary accommodation	26.9	Accelerated spend is being undertaken in order to limit the amount of interest payable on Right to Buy one for one receipts. Budget will be brought forward from future years
New Housing Supply – schemes on site	(9.2)	There have been three starts on site this year, though they were subject to delays.
Housing Pipeline Schemes Phase 2a (1-4-1)	(7.5)	Half of the budget is currently unallocated to schemes. They will be confirmed in the new year, with spend expected in 2019/20
Community Benefit Society – 1-4-1 Receipts	(4.5)	The process of establishing a company is underway.
Registered Provider Grant Scheme (1-4-1 receipts)	(3.4)	Spend is dependent on external partners
Housing Capital Programme	(3.1)	The significant element impacting the capital programme delivery relates to procurement delays following an issue with one of the main bidders on the LCP Framework which required additional due diligence and led to their eventual disqualification. This, plus the requirement to carry out further S20 consultation led to delays to the start of the larger programmes of work in Better Neighbourhoods and Fire Safety works. There have also been delays in completing some fire safety works due to the need to re-evaluate proposed components. Some of the housing initiatives and mechanical and

		engineering programmes are demand-led (voids, emergency boilers, lifts).
Whitechapel Civic Centre	2.2	The current spend reflects the enabling works since Aug 18 subsumed into the main works contract in Dec 2018. Progress of the main works and need to discharge a number of planning conditions prior to starting the works has triggered payment of the financial contributions within the planning obligation i.e. MCIL/S106. This spend and the current projected spend remains within the overall budget.
Schools - Conditions and Improvement	(2.1)	This programme covers a number of individual projects across different schools. The slippage relates to the following schemes: - 398k variance for Beatrice Tate Temporary Classes: Programme has slipped due to Planning Permission issues being resolved, budget is expected to be spent in future years. - 345k variance for Arnhem Wharf Damp Issues: Programme has slipped due to delay in tender returns. Tenders reviewed and now awarded. Budget is expected to be spent in future years. - 300k variance for Indicative scheme: Some works were required to adapt the building to avoid need for extension at Bow School. This project has slipped and a review may be required of its need.
Schools - Basic Need/Expansion	(2.0)	This programme covers a number of individual projects across different schools. The slippage relates to the following schemes: - 875k spend variance for St Paul's Way: awaiting Final Account costs and potential Stamp Duty and Land registry claims as with the previous Wings of the building. - 763k spend variance for Raines: strategic valuation of the site was undertaken, with the prospect of developing the site to be used by a Maintained provision after a lease agreement from the Diocese. Therefore project has slipped. Budget expected to be used in future years.

Capital receipts from sale of Housing and General Fund assets

Capital receipts: **Table 5.2**

	This year
	£m
Dwellings sold under Right to Buy (RTB)	
Receipts from RTB sales	22.2
Less: poolable amount paid to DCLG	(4.0)
Sale of other HRA assets	
Preserved Right to Buy receipts	0.4
2 Trinity Green	0.4
Collective enfranchisement - 39-69 Globe Rd	0.07
RTB lease extensions	0.03
Sale of General Fund assets	
47 Old Ford Road change of use	0.1
Atlee House deed of release	0.3
Sovereign Court change of use premium	0.3
Overage on 11-31 Toynbee St	0.2
Total	20.0

Receipts shown gross before costs of sale are deducted

Accounting – a reminder: 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 ring-fenced for this purpose and are not available for general allocation.

The capital resources which have been applied to fund the capital programme expenditure in 2018/19 are as follows:

Capital financing: **Table 5.3**

	2018/19 Capital Spend	Total Capital Funding Applied	Funding Sources Applied					
			Capital Grants	Developer Contributions	Revenue Funding	HRA Major Repairs Reserve	Capital Receipts	Prudential Borrowing
	£m	£m	£m	£m	£m	£m	£m	£m
Housing Revenue Account	34.6	34.6	9.0	0.5	-	22.3	1.4	1.4
Corporate	12.0	12.0	-	-	-	-	-	12.0
Children's Services	9.3	9.3	6.8	2.2	-	-	0.3	-
Place	72.3	72.3	5.9	5.9	(0.9)	-	21.0	40.4
Health, Adults & Communities	1.6	1.6	-	1.6	-	-	-	-
Resources	0.1	0.1	-	-	-	-	0.1	-
Total	129.9	129.9	21.7	10.2	(0.9)	22.3	22.8	53.8

The outturn has:

Reduced our General Fund by £6.3m

Increased our HRA by £6.5m

Reduced our earmarked Reserves by £18.8m gross (£1.6m net after including £16.8m of NHB and £0.4m PHG to reserves)

This table shows the balance on the general fund, HRA and useable reserves held for the previous 2 years as well as showing the impact on reserves for 2018-19.

	Balance at 31 March 2017	Balance at 31 March 2018	Contribution (to) / from Reserve	Projected Balance 31 March 2019
	£m	£m	£m	£m
General Fund Reserve	31.7	33.3	6.3	**27.0**
Housing Revenue Account (HRA)	39.1	47.6	(7.0)	**54.6**
Earmarked Reserves	159.4	141.9	1.6	**140.3**
Total Usable Reserves	230.2	222.8	0.9	**221.9**

£m	Balance at 31 March 2017 £m	Balance at 31 March 2018 £m	Contribution (to) / from Reserve £m	Projected Balance 31 March 2019 £m
Earmarked reserves consist of				
Transformation	25.0	15.0	6.6	**8.4**
ICT / Finance Systems	23.1	21.0	4.7	**16.3**
Other	1.0	0.9		**0.9**
Parking Control	3.3	3.3		**3.3**
Building Control	0.4	0.2		**0.2**
Land Charges	0.7	0.7		**0.7**
Insurance	20.8	21.2		**21.2**
Public Health Grant	-	1.3	(0.4)	**1.7**
Schools Balances	24.7	23.4		**23.4**
New Civic Centre	20.0	17.2		**17.2**
New Homes Bonus	7.3	12.1	(16.8)	**28.9**
Free School Meals	6.0	4.0		**4.0**
Mayor's Investment Priorities	10.0	7.0	2.4	**4.6**
Risk Reserve	10.5	8.8	4.4	**4.4**
Revenue Grants	1.6	1.7		**1.7**
Mayor's Tackling Poverty Reserve	5.0	4.1	0.7	**3.4**
Totals	**159.4**	**141.9**	**1.6**	**140.3**

£m	Saving Target	18-19 Target	Prior Year Slippage	Forecast Savings	Slippage/ Non Achievable	Under Recovery	Over recovery
	A = B + C	B	C	(D = E + F +G) = A ✓	E ✗	F ✗	G ✓
Children	3.3	2.6	0.7	1.5	1.6	0.3	-
HA&C	3.5	2.7	0.8	2.8	0.7	-	-
Place	2.8	1.9	1.0	1.9	0.5	0.3	-
Governance	0.7	-	0.7	0.7	-	-	-
Resources	3.1	2.1	1.0	0.9	2.3	-	-
All	10.4	9.0	1.3	5.2	5.2	-	-
Total	**23.8**	**18.3**	**5.5**	**13.0**	**10.3**	**0.6**	**0.0**

tick: a higher level of confidence that savings are on track to be delivered.
cross: either timing issues, i.e. slippage into future years, or at risk of non-delivery.

Total savings target for 2018-19 is £23.8m (£18.3m relates to approved savings as part of the 2018-19 budget setting process, and £5.5m as a result of previous year savings not delivered).

- £13.0m has been delivered;
- £8.4m will slip into future years due to timing issues.
- £1.8m has been identified as unrecoverable; this is mainly in the Children Services areas of Early Years and Special Educational Needs & Disabilities (SEND).

This section shows the amount of money we have collected from Tax payers of the borough, and the split between the amount that is retained and the amounts paid over to central and government and the GLA.

Business Rates

The 'In Year" collection rate is marginally lower than last years' collection rate of 99.37%, at 99.22%. It must be noted that there have been two large reductions in rateable value at the end of the year resulting in refunds of over £1m, which have impacted on cash collection overall, and as a result of changes in valuation law, Tower Hamlets has suffered from a large reduction in rateable value throughout the year.

We will continue to monitor the effect of changes in how large assessments are valued and will work closely with accountants to ensure we understand fully the impact going forward. In 2019-20, the changes to the pilot scheme mean that any losses due to big reductions in rateable value will now be shared with central government and the GLA. This will reduce the impact the deficit in the collection fund.

We will be working closely with the Valuation Office Agency (VOA) to ensure local authority reports are acted upon swiftly and any new assessments identified and brought into rating at the earliest opportunity.

NNDR

We collected £448m for 2018-19.

We have collected £448m in Business Rates, which is a 99.22% collection rate.

At the end of the previous year there was also an outstanding debt of £21m relating to historic periods. Of this £14.65m (70%) has been collected.

Under the 2018-19 100% Retention Pilot arrangements we retain 64% of the total sums collected; any surplus over the baseline will be paid to Central government (tariff) and City of London for administering the pilot.

Council Tax

The "in year" collection rate has marginally increased from last year's rate of 96.3% to 96.5%.

There is still, however, a shortfall in anticipated growth in the tax base which finished at 94,264 band D equivalent chargeable properties. This is 831 short of the estimated 95,095 at the beginning of the year and has resulted in budgeted collection being £839k short of the £93.7m target. Working with information provided by developers and the Valuation Office Agency, there appears to be a temporary slowdown in domestic properties being completed. We anticipate that this position will recover in the first 6 months of 2019/2020.

We will be working with the information provided by developers and the Valuation Office Agency to gain insight into the estimated completion dates of domestic properties in the borough. We will also be looking to serve completion notices on large developments so that they attract a charge at an earlier date and encourage developers to complete and let properties as quickly as possible.

Council Tax

We collected £118m for 2018-19.

CT is split between
Government 23%,
LBTH 77%

We collected £118m in Council Tax from possible 122m which is a 96.5% collection rate.

We also have historic Council Tax debt of £16.9m at the end of last year. Of this we have collected £4.0m or 24%.

Overall Position

We had £383m of investments as at 31 March 2019.

£60m of LOBO loans repaid, and £50m PWLB loans were raised.

For this period our portfolio totals £383m, and we are current receiving an average return of 1.16%. The amount invested is lower than last quarter as the council has repaid nearly £60m of LOBO loans, which has been replaced by PWLB long term borrowing at a lower interest rate.

As at 31st March 2019 we had £36.65m (less than 10% of investment portfolio) in Money Market Funds. About 32% (£124m) of the outstanding investments (including Money Market Funds) have less than 3 months until they mature. Of the remaining £259m, £178m (47%) will mature in less than 1 year and the remaining £81m (21%) of investments are held for periods longer than 12 months.

Income Position

Budgeted income of £4m.

We achieved the £4.0m of investment income that was budgeted at the beginning of the year.

Benchmarking

We compare favourably for the return we get from our internally managed funds.

According to the benchmarking information for quarter ended March 2019 we received from our advisors, Arlingclose, we are under performing both when compared to a group of London councils and a group of national local authorities for externally managed funds but outperforming both groups by 0.04% and 0.07% on internally managed funds.

Due to severe market volatility towards the end of 2018, further investment in strategic pooled funds was halted. As we believe capital preservation is preferential to yield.

Inflation

Inflation is eroding the value of our investments.

At the moment the Consumer Prices Index (CPI) inflation is running at 1.9%, and therefore the average return of 1.16% is lower. This means that the future value of the funds invested today will be less. The move of some funds into externally managed pooled funds is designed to improve this position.

CONTROL BUDGET 2018-19

	Total General Fund	Health, Adults & Community	Children's Services	Place	Governance	Resources	Corporate Costs and Central Financing
Gross Expenditure Budget	811,959,766	168,425,485	158,770,113	170,956,794	20,734,853	287,891,923	5,180,598
Gross Income Budget	(468,229,962)	(27,451,103)	(51,542,957)	(106,573,176)	(7,604,483)	(265,575,243)	(9,483,000)
Nex Expenditure Budget	**343,729,804**	**140,974,382**	**107,227,156**	**64,383,618**	**13,130,370**	**22,316,680**	**(4,302,402)**
Growth awarded - Heritage Collections Backlog	**0**					115,000	(115,000)
Pay inflation adjustment 2018-19	**0**		(47,799)				47,799
Additional contribution from Public Health grant to support Children's Centres	**0**	(120,709)	(2,500,000)				2,620,709
Delivery Manager for Borough WiFi	**0**					95,500	(95,500)
Growth awarded - Planning Enforcement	**0**			151,000			(151,000)
SAV/RES-001/17-18 - Learning & Development Centralisation	**0**	(22,500)	(228,500)	(88,000)	(56,000)	(103,000)	498,000
Growth reversal - Edge of Care	**0**		(450,000)				450,000
Service Transfer - Children Service Information Governance Team	**0**		(258,833)		258,833		
Technical Adjustment - Depreciation Charges	**0**		(5,457,050)	655,640		251,940	4,549,470
Service Transfer - Tackling Poverty	**0**			1,000,000		(1,000,000)	
Service Transfer - Third Sector Team	**0**				1,072,640	(1,072,640)	
Service Transfer - Business Support team	**0**				(178,378)	178,378	
Supporting our Care Leavers to find work opportunities through employment initiatives	**0**		472,000				(472,000)
Children's Centre commissioning of voluntary and community sector (VCS) organisations	**0**		107,500				(107,500)
Recruitment and Retention for Social Workers in Children Social Care	**0**		513,000				(513,000)
Preventing Radicalisation	**0**		107,000				(107,000)
Support for LBTH Unaccompanied Asylum Seeking Children (UASC) – Looked After Children UASC and Care Leavers UASC	**0**		48,000				(48,000)
Leaving Care	**0**		1,500,000				(1,500,000)
Provision of four new outdoor gyms to improve health outcomes to all parts of the community	**0**		90,000				(90,000)
ASB & Crime Neighbourhood Management	**0**	80,000					(80,000)
Improving the quality of living environment for our residents through re-deployment of enforcement officers	**0**			150,000			(150,000)
Improving Air quality in Tower Hamlets	**0**			50,000			(50,000)
Incentivising better waste collection arrangements on housing estates	**0**			300,000			(300,000)
Creating community hubs and regularising the usage and of community buildings to provide high quality, low cost space for community groups	**0**			60,000			(60,000)
Enhancing services to support people in overcoming the barriers to accessing skills and toward employment	**0**			181,000			(181,000)
Introducing new off-street parking arrangements in our housing estates due to changes in national legislation	**0**			(10,000)			10,000
Supporting young people realise their potential through the Mayor's Apprenticeship Fund	**0**			135,000			(135,000)
Supporting residents aged 50 and above through training and support to help them access employment opportunities	**0**			179,000			(179,000)
Helping women to progress from unemployment into health care careers.	**0**			848,000			(848,000)
Public Realm Retenders	**0**			450,000			(450,000)
Local Plan to 2018 Delivery Package	**0**			290,000			(290,000)
Enabling Unemployed Parents to Move into Childcare Jobs	**0**			450,100			(450,100)
Private Tenants Charter	**0**			100,000			(100,000)
Air Quality Assistant	**0**			71,000			(71,000)
Bursary for Environmental Health Trainees	**0**			30,000			(30,000)
Tackling Poverty Fund - Tackling poverty in Tower Hamlets by creating a Welfare Support Scheme to support residents	**0**			700,000			(700,000)
Inflation	**0**		300,100	1,181,000		172,000	(1,653,100)
Waste Collection and Treatment - 2018-19 - Growth returned	**0**			(161,000)			161,000
	0						
Total Adjustments	**0**	**(63,209)**	**(5,804,582)**	**6,722,740**	**1,097,095**	**(1,362,822)**	**(589,222)**
Revised Net Expenditure Budget	**343,729,804**	**140,911,173**	**101,422,574**	**71,106,358**	**14,227,465**	**20,953,858**	**(4,891,624)**

Capital Control Budget 2018-19	Total	Health, Adults & Community	Children & Culture	Place	Resources	Corporate	Housing Revenue Account
	£	£	£	£	£	£	£
Original Budget (Council, February 2018)	**115,861,714**	**5,906,938**	**7,887,787**	**28,141,988**	**500,000**	**26,263,000**	**47,162,000**
Slippage from 2017-18	**60,329,045**	**3,182,550**	**8,701,614**	**20,404,787**	**280,487**	**6,964,145**	**20,795,463**
Quarter 1 Total Adjustments	**(8,434,191)**	**(1,705,085)**	**4,048,696**	**(255,230)**	**1,163,000**	**(11,748,699)**	**63,126**
Quarter 2 Total Adjustments	**(2,748,681)**	**253,215**	**(5,586,698)**	**5,661,347**	**50,000**	**(10,351,750)**	**7,225,205**
Quarter 3 Total Adjustments	**(158,992)**	**(4,649,715)**	**1,316,275**	**19,320,368**	**(1,501,000)**	**(1,315,000)**	**(13,329,920)**
Council Approvals							
Capital Footway & Carriage Programme - Public Realm Improvements (February 2019)	539,000			539,000			
Cycle Safety Hotspots - TfL Schemes (February 2019)	167,000			167,000			
EV charging point feasibility - TfL Schemes (February 2019)	50,000			50,000			
Green Grid - TfL Schemes (February 2019)	50,000			50,000			
Healthy Streets audits and design: Cotton St / Prestons Rd / West India Dock Rd - TfL Schemes (February 2019)	50,000			50,000			
Motor Cycle Parking - TfL Schemes (February 2019)	10,000			10,000			
Tackling ASB Driving - TfL Schemes (February 2019)	50,000			50,000			
Improved Local Presence - Local History Library and Archives (February 2019)	25,000				25,000		
Budgets Re-profiled							
Pocket Parks Project Marner Family - Public Health	17,000	17,000					
George Green's - 6th form Expansion - Basic Need/Expansion	(477,000)		(477,000)				
John Orwell Sports Centre Astro-turf Development - Culture	(10,495)		(10,495)				
Pocket Parks Project A12 Green Mile - Culture	(30,000)		(30,000)				
Stonebridge Wharf (Landscape Improvements) - Culture	(40,000)		(40,000)				
King Edward Memorial Park - Parks	(5,000)		(5,000)				
Barnardos - Provision for 2 year olds	(7,654)		(7,654)				
Bethnal Green Gardens - Provision for 2 year olds	(45,043)		(45,043)				
City Gateway - Gateway Tots - Provision for 2 year olds	(11,367)		(11,367)				
Mile End Road - Provision for 2 year olds	(39,147)		(39,147)				
Provisions - Statutory Duty - Provision for 2 year olds	(964,273)		(964,273)				
St Matthias Community Play Centre - Provision for 2 year olds	(20,994)		(20,994)				
Weavers Field Pre-School - Provision for 2 year olds	(12,131)		(12,131)				
Whitehorse One O'clock Club - Provision for 2 year olds	(30,239)		(30,239)				
Asset Maximisation	(400,000)			(400,000)			
Raine House Wapping Community Centre - Community Hubs/Buildings	(261,154)			(261,154)			
Conversion of council buildings to temporary accommodation	(1,039,980)			(1,039,980)			
Creation of Temporary Accommodation	(2,330,000)			(2,330,000)			
Establish a Wholly Owned Company	(6,000,000)			(6,000,000)			
Establish a Community Benefit Society	(2,500,000)			(2,500,000)			
Mayor's Neighbourhood Refresh - Public Realm Improvements	(1,000,000)			(1,000,000)			
A12 Wick lane Junction - T&H - OPTEMS	(50,000)			(50,000)			
Tredegar Road - OPTEMS	(89,929)			(89,929)			
Open Space and Parks Planned Maintenance Assessment - Public Realm Improvements	(85,000)			(85,000)			
Petticoat Lane Market Improvements - Public Realm Improvements	(73,000)			(73,000)			
Remote Monitoring of Street Lighting - Public Realm Improvements	(400,000)			(400,000)			
Silvertown Planning Performance - Public Realm Improvements	(9,000)			(9,000)			
Tree planting - Isle of Dogs - Public Realm Improvements	(14,547)			(14,547)			
Section 55 Programme - Transport and Improvements	(440,000)			(440,000)			
Belgrave Street - TfL Schemes	8,000			8,000			
Ben Johnson Neighbourhood - TfL Schemes	(151,000)			(151,000)			
Bus Priority Delivery - Cambridge Heath Road and Hackney Road - TfL Schemes	(41,569)			(41,569)			
Bus Priority Funding 2018/19 - TfL Schemes	(30,000)			(30,000)			
Cycle Strategy 2017 - TfL Schemes	(37,000)			(37,000)			
Hackney Road to Calvert Avenue - TfL Schemes	(87,000)			(87,000)			
Local Accessibility - TfL Schemes	(100,000)			(100,000)			
Sydney Street - TfL Schemes	(118,267)			(118,267)			
100 Violet Road - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(31,446)			(31,446)			
100 Whitechapel Road - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(49,885)			(49,885)			
101-109 Fairfield Road - Transport s106 Funded Schemes	(18,057)			(18,057)			
136-140 Wapping High Street - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(67,103)			(67,103)			
15 - 17 Leman Street - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(11,992)			(11,992)			
16-23 Salter Street - Transport s106 Funded Schemes	(890)			(890)			
21 Wapping Lane - Transport s106 Funded Schemes	(268,474)			(268,474)			
221 Burdett Road - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(10,000)			(10,000)			
32-42 Bethnal Green Road - Transport s106 Funded Schemes	(23,652)			(23,652)			
397-411 Westferry Road - Transport s106 Funded Schemes	(9,461)			(9,461)			
60 Commercial Road - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(63,567)			(63,567)			
744 Wick Lane & 46-52 Fairfield Road - Transport s106 Funded Schemes	(40,000)			(40,000)			
86 Brick Lane - Towards traffic management and calming measures on Fournier Street - Transport s106 Funded Schemes	(99,950)			(99,950)			
Aldgate Place - Transport s106 Funded Schemes	(583,000)			(583,000)			
Caspian Wharf and 1-3 Yeo St - Transport s106 Funded Schemes	(83,068)			(83,068)			
Caspian Works and Lewis House - Transport s106 Funded Schemes	(15,523)			(15,523)			
Cavell Street - Transport s106 Funded Schemes	(67,232)			(67,232)			
Central Foundation Girls School - Transport s106 Funded Schemes	(120,000)			(120,000)			
Construction of a pedestrian crossing on East Ferry Road, located near school entrance - Transport s106 Funded Schemes	(33,725)			(33,725)			
Cuba St, Manilla St, Tobago St and Byng St - Transport s106 Funded Schemes	(92,770)			(92,770)			
Former London Arena Phase 2 - Transport s106 Funded Schemes	(25,217)			(25,217)			
Improvements to pedestrian and cycle routes - Transport s106 Funded Schemes	(10,430)			(10,430)			
Land Adjacent to Repton Street - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(8,464)			(8,464)			
London Fruit and Wool - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(38,685)			(38,685)			
Marsh Wall Environmental Improvement - Transport s106 Funded Schemes	(21,950)			(21,950)			
Morris Rd & Rifle St - Transport s106 Funded Schemes	(2,000)			(2,000)			
North Dock IOD Cross rail Station - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(126,525)			(126,525)			
North West Corner of Chrisp Street and Carmen Street - Transport s106 Funded Schemes	(20,421)			(20,421)			
Ocean Estate FS2 - Transport s106 Funded Schemes	(73,554)			(73,554)			
One-Way to Two -Way Cycle Streets - Alie Street Area - Transport s106 Funded Schemes	(524,719)			(524,719)			
Prestons Road - Transport s106 Funded Schemes	(90,260)			(90,260)			
Suttons Wharf, Palmers Road - Cycle and Pedestrian Improvement Project 2017 - Transport s106 Funded Schemes	(11,508)			(11,508)			
Housing Capital Programme	(28,000)						(28,000)
Other Adjustments / Approvals							
Schools Urgent Works - Conditions and Improvement	(249,232)		(249,232)				
- Beatrice Tate - Replace Default Pipework	5,000		5,000				
- Cayley - condition works	15,000		15,000				
- Halley - Hygiene Room	35,000		35,000				
- Halley Primary School - Gate works	1,071		1,071				
- Hermitage Primary School - Replace Hot Water Boilers	13,162		13,162				
- Lansbury Lawrence - School and Community Art Hub	15,000		15,000				
- Old Palace Primary School - Emergency works to floor water leaks	10,000		10,000				
- Seven Mills - Roof Phase 1	90,000		90,000				
- Shapla Primary School - Hygiene Room	30,000		30,000				
- Various sites - Asbestos Management Plans	35,000		35,000				
Bow Secondary School - Basic Need/Expansion (Reduction in estimate)	(200,000)		(200,000)				
Langdon Park - 6th Form Expansion - Basic Need/Expansion (Reduction in estimate)	(300,000)		(300,000)				
Quarter 4 Total Adjustments	**(19,156,317)**	**17,000**	**(2,193,342)**	**(16,976,974)**	**25,000**	**-**	**(28,000)**
Revised 2018-19 Budget	**145,692,579**	**3,004,903**	**14,174,333**	**56,296,286**	**517,487**	**9,811,696**	**61,887,874**

APPENDIX - CAPITAL Q4 2018/19

		Current Year						Future Years			All Years (inc Future and Past)		
Directorate	**Programme**	**Latest Budget 2018/19 (£m)**	**Spend to Q4 2018/19 (£m)**	**Final spend as % of annual budget**	**Variance for 2018/19 (£m)**	**Variance for 2018/19 (%)**	**Explanations for Variance**	**2019/20 Budget (£m)**	**2020/21 and Future Years' Budgets (£m)**	**Total Future Years Budget (£m)**	**Spend in previous years for current projects (£m)**	**Total Budget - All Years (£m)**	**Total Projection - All Years (£m)**
Children's	Mayor's Priority - Parks and Open Spaces	0.235	0.208	88%	-0.027	-12%		0.000	0.000	0.000	0.015	0.250	0.250
Children's	Parks	0.890	0.300	34%	-0.589	-66%	£579k of this underspend is due to the Barlett Park project. The works on site have been delayed due to programming and contract issues. Still awaiting agreement from the Canals and River Trust. Works are now due to be completed in November 2019.	4.403	3.190	7.593	2.888	11.371	11.371
Children's	Conditions and Improvement	5.524	3.379	61%	-2.146	-39%	- 398k variance for Beatrice Tate Temporary Classes: Programme has slipped due to Planning Permission issues being resolved, budget is expected to be spent in future years. - 345k variance for Arnhem Wharf Damp Issues: Programme has slipped due to delay in tender returns. Tenders reviewed and now awarded. Budget is expected to be spent in future years. - 300k variance for Indicative scheme (C&I): Some works was required to adapt the building to avoid need for extension at Bow School. This project has slipped and a review may be required of it's need.	0.957	0.000	0.957	6.445	12.926	12.781
Children's	Bishop Challenor	0.000	0.000	0%	0.000	0%		0.000	0.590	0.590	0.010	0.600	0.600
Children's	Basic Need/Expansion	5.598	3.564	64%	-2.035	-36%	- 875k spend variance for SPWT: awaiting Final Account costs and potential Stamp Duty and Land registry claims as with the previous Wings of the building. - 763k spend variance for Raines: strategic value of the site was undertaken, with the prospect of developing the site to be used by a Maintained provision after a lease agreement from the Diocese. Therfore project has slipped. Budget expected to be used in future years.	27.917	94.554	122.471	42.594	170.663	170.808
Children's	Provision for 2 year olds	0.033	0.033	100%	-0.000	0%		1.131	0.000	1.131	1.003	2.166	2.166
Children's	Culture	1.335	1.253	94%	-0.082	-6%	The majority of this underspend for 18/19 is due to the Leisure Centres project which encountered unexpected delays with legal work. All issues are now resolved and works due to complete within 1st quarter of 19/20	0.961	0.000	0.961	0.571	2.868	2.868
Children's	Healthy Pupil Capital Funding (HPCF)	0.259	0.211	82%	-0.048	-18%	Spend largely on track. However, 48k underspend has been committted as per the (ad hoc) grant conditions and will be spent in 20/21.	0.000	0.000	0.000	0.000	0.259	0.259
Children's	Health and Wellbeing	0.300	0.312	104%	0.012	4%		0.075	0.000	0.075	0.000	0.375	6.707
Children's Total		**14.174**	**9.259**	**65%**	**-4.915**	**-35%**		**35.444**	**98.334**	**133.779**	**53.526**	**201.479**	**207.811**
Corporate	Whitechapel Civic Centre	9.812	12.039	123%	2.227	23%	The current spend reflects the enabling works since Aug 18 subsumed into the main works contract in Dec 2018. Progress of the main works and need to discharge a number of planning conditions prior to starting the works has triggered payment of the financial contributions within the planning obligation i.e. MCIL/S106. This spend and the current projected spend remains within the overall budget.	41.324	69.240	110.564	4.771	125.147	125.147
Corporate	CORP - Indicative Schemes - Other	0.000	0.000	0%	0.000	0%		21.500	0.000	21.500	0.000	21.500	21.500
Corporate Total		**9.812**	**12.039**	**123%**	**2.227**	**23%**		**62.824**	**69.240**	**132.064**	**4.771**	**146.647**	**146.647**
	Tele Care/Telehealth Equipment	0.000	0.000	0%	0.000	0%		0.097	0.000	0.097	0.275	0.372	0.372
	Public Health	2.985	1.626	54%	-1.359	-46%	Most of the 2018-19 underspend is as a consequence of delays in receiving approvals, namely: - £574k - Sutton Wharf - delays in GPs signing health centre lease; - £313k - Whitechapel Public Realm Improvements - delays in obtaining planning permission; - £252k - various sites - delays in landlords approving improvement works; - £180k - Wellington Way - unforeseen ground works.	11.721	5.604	17.325	3.296	23.605	25.567
HAC	Adult Social Care	0.020	0.010	50%	-0.010	-50%		0.180	0.000	0.180	0.000	0.200	0.200
HAC Total		**3.005**	**1.636**	**54%**	**-1.369**	**-46%**		**11.998**	**5.604**	**17.601**	**3.571**	**24.178**	**26.139**
HRA	Housing Capital Programme	28.857	25.798	89%	-3.059	-11%	The significant element impacting the capital programme delivery relates to procurement delays following an issue with one of the main bidders on the LCP Framework which required additional due diligence and led to their eventual disqualification . This, plus the requirement to carry out further S20 consultation led to delays to the start of the larger programmes of work in Better Neighbourhoods and Fire Safety works. There have also been delays in completing some fire safety works due to the need to re-evaluate proposed components. Some of the housing Initiatives and mechanical and engineering programmes are demand-led (voids, emergency boilers, lifts).	29.131	74.646	103.777	91.860	224.494	224.494
HRA	Ocean Estate Regeneration	0.931	0.082	9%	-0.849	-91%		0.000	0.000	0.000	1.722	2.652	2.652
HRA	Blackwall Reach	1.721	0.882	51%	-0.839	-49%	The bulk of remaining spend will be Phase 3 land assembly. Despite, the compulsory acquisition of 3 former homeowner residential properties in 2018/19, it has not been possible to fully compensate 2 of the former owners. As still awaiting their claim details, the balances will either be made in 2019/20 or later should the former owners choose a upper chamber/tribunal resolution if they decide to challenge the level of compensation due.	0.223	1.308	1.531	2.284	5.537	5.537
HRA	Fuel Poverty Works	0.429	0.017	4%	-0.412	-96%	No spend is anticipated apart from retention payments.	0.000	0.000	0.000	3.878	4.307	4.307
HRA	Short Life Properties	0.005	0.021	416%	0.016	316%	Final accounts to be paid, invoices recently submitted	0.000	0.000	0.000	1.551	1.556	1.556
HRA	Phase 2a Infill Pipeline Schemes (1-4-1)	8.653	1.112	13%	-7.541	-87%	Half of the budget is currently unallocated to schemes, they will be firmed up in the new year, with spend expected in 2019/20	18.600	44.980	63.580	0.359	72.592	72.592
HRA	Buybacks 1-4-1 Receipts	0.000	-0.059	0%	-0.059	0%		0.000	0.000	0.000	1.062	1.062	1.062
HRA	New Supply - On site	14.181	4.949	35%	-9.233	-65%	There have been three starts on site this year, though they were subject to delays.	10.000	13.500	23.500	29.614	67.296	67.296
HRA	New Supply Pre construction (Phase 1)	1.621	1.212	75%	-0.409	-25%	Barnsley Street: delay in appointment of new build contractor. This will follow completion of a new community centre in May which is a project interdependency. Hereford: Consultation to resume in 2019/20. New budget allocation to be sought for this. Tent Street: New architect appointed to progress this scheme. New budget allocation to be sought for 2019/20 Arnold Road: costs of additional reports to support planning application were less than anticipated.	10.816	45.853	56.669	3.564	61.854	61.854
HRA	Community Benefit Society - 1-4-1 receipts	4.500	0.000	0%	-4.500	-100%	The process of establishing the CBS has started	4.500	0.000	4.500	0.000	9.000	9.000
HRA	Mayor's Priority - Housing	0.060	0.032	54%	-0.028	-46%	The forecast expenditure was expected to be £0.06m due to the fact that approvals for this project were received late in the year and the works are now due to start in the first quarter of 2019/20.	1.450	1.776	3.226	0.014	3.300	3.300

		Current Year						Future Years			All Years (inc Future and Past)		
Directorate	**Programme**	**Latest Budget 2018/19 (£m)**	**Spend to Q4 2018/19 (£m)**	**Final spend as % of annual budget**	**Variance for 2018/19 (£m)**	**Variance for 2018/19 (%)**	**Explanations for Variance**	**2019/20 Budget (£m)**	**2020/21 and Future Years' Budgets (£m)**	**Total Future Years Budget (£m)**	**Spend in previous years for current projects (£m)**	**Total Budget - All Years (£m)**	**Total Projection - All Years (£m)**
HRA	Phase 2b Mixed Tenure Schemes (1-4-1)	0.930	0.583	63%	-0.347	-37%	Works have been paused in some areas to implement a new consultation approach, therefore works will restart in 2019/20.	10.220	52.450	62.670	0.011	63.611	63.611
HRA Total		**61.888**	**34.629**	**56%**	**-27.259**	**-44%**		**84.940**	**234.514**	**319.454**	**135.919**	**517.260**	**517.260**
Place	Contaminated Land Works	0.110	0.096	87%	-0.014	-13%	Planned work for 2018/19 completed.	0.106	0.024	0.130	0.016	0.256	0.256
Place	ICT Solution - Handheld Devices	0.373	0.120	32%	-0.253	-68%	£120k spent in the year, remainder to be spent in future years.	0.000	0.000	0.000	0.171	0.544	0.544
Place	TfL Schemes	3.960	2.475	63%	-1.485	-37%	Minor adjustments to the funding streams from TfL have occurred since start of the financial year due to changes in the scope of works of certain projects. Subsequent consultation issues with some schemes has led to delays in starting work on site. Other sites were not available or ready for works to commence as first envisaged. In consequence, TfL were requested to approve the Borough's proposal to formally carry over £1.068,000.00 of the 2018/19 LIP funding into 2019/20.	3.425	1.015	4.440	7.482	15.881	15.881
Place	Public Realm Improvements	5.618	4.329	77%	-1.289	-23%	Contract negotiations are on-going with a view to the issue of an invitation to tender to cover the whole contract commitment associated with the renewal of the programme of Streetlighting in the Borough. The Highways & Footways programme has progressed well. The £539k allocated to the Borough by DfT has been spent and records kept accordingly.	7.365	6.211	13.575	3.662	22.856	22.856
Place	Transport S106 Funded Schemes	0.519	0.271	52%	-0.249	-48%	S106 schemes frequently are managed concurrently with other T &H schemes. However, this does not apply to every S106 scheme. Where they are independent of other schemes, the majority have been moved onto future years but in doing so, it has to be recognised that there usually completion dates attached to the funding.	2.876	0.623	3.499	1.394	5.413	5.413
Place	OPTEMS	0.010	0.005	48%	-0.005	-52%	These projects are also being managed concurrently with TfL funded work and the delays with the TfL schemes has had an impact on this work. Consequentially, these projects have been slipped into 2019/20.	0.140	0.000	0.140	0.489	0.639	0.639
Place	Improving Air Quality	0.069	0.074	107%	0.005	7%	Not 100% spend and the funding incurred will be paid for out of revenue with the £100k capital funding being carried forward into 2019/20.	0.031	0.000	0.031	0.000	0.100	0.100
Place	Private Sector Improvement Grants	0.043	0.128	295%	0.085	195%	Distribution of grant is demand and need led, resources can be brought forward from future years to meet demand	0.100	0.800	0.900	0.425	1.368	1.368
Place	Disabled Facilities Grants	1.687	1.514	90%	-0.173	-10%	Distribution of grant is demand and need led, unused resources will be carried forward into future years	1.500	3.000	4.500	0.187	6.374	6.374
Place	Section 106 Passported Funding	0.050	0.000	0%	-0.050	-100%	Scheme has completed, residual budget is being held for final accounts	0.000	0.000	0.000	0.186	0.236	0.236
Place	S106 Schemes	1.600	0.570	36%	-1.030	-64%		1.416	0.000	1.416	0.610	3.626	3.626
Place	Conversion of council buildings to temporary accommodation	0.646	0.360	56%	-0.285	-44%	Some delays due to current arrangements for some of the buildings identified, works expected to be completed by June 2021	1.514	0.000	1.514	0.078	2.238	2.238
Place	Community Hubs/Buildings	0.420	0.576	137%	0.156	37%	Works underway, with Challoner Walk and St Andrews complete.	1.650	0.000	1.650	1.090	3.160	3.160
Place	Registered Provider Grant Scheme (from 1-4-1)	5.221	1.858	36%	-3.363	-64%	Spend is dependent on external partners	2.269	1.674	3.943	2.902	12.066	12.066
Place	Purchase of properties for use as Temporary Accommodation and purchase of s106 properties	31.505	58.415	185%	26.910	85%	Accelerated spend is being undertaken in order to limit the amount of interest payable on Right to Buy one for one receipts. Budget will be brought forward from future years.	24.970	58.300	83.270	31.258	146.032	146.032
Place	Thriving High Streets Pilot Programme	0.851	0.398	47%	-0.453	-53%	The Thriving High Street capital programme started later than originally planned, it was hoped to catch up with the forecast profile during the year, however the development works will take a further 6 months to complete. All the remaining funds will be committed by mid May and all the remaining committed funds will be spent and work completed by September 2019	0.000	0.000	0.000	0.149	1.000	1.000
Place	Establish a Wholly Owned Company	0.000	0.000	0%	0.000	0%	Process of establishing company has started, it is anticipated that the first property acquisitions will take place during Q1 of 2019/20	6.000	0.000	6.000	0.000	6.000	6.000
Place	Establish a Community Benefit Society	0.000	0.000	0%	0.000	0%	The process of establishing the CBS has started	2.500	0.000	2.500	0.000	2.500	2.500
Place	CCTV	0.067	0.000	0%	-0.067	-100%		0.000	0.000	0.000	0.000	0.067	0.067
Place	BSF ICT Infrastructure	0.978	0.000	0%	-0.978	-100%	The BSF programme is finished and final accounts are being concluded. Once this is resolved a proposal will be brought forward to utilise any remaining resources. It is anticipated this will happen in 2019/20	0.000	0.000	0.000	2.900	3.878	3.878
Place	Mayor's Priority - Public Realm Improvements	0.455	0.054	12%	-0.401	-88%		2.000	3.000	5.000	0.545	6.000	6.000
Place	Investment works to LBTH Assets	1.061	0.705	66%	-0.356	-34%	Schemes have been identified and works are underway, late approval in December 2018 caused some dealys to some works. Some works have also come in under budget	0.000	0.000	0.000	0.768	1.829	1.829
Place	WorkPath / Young WorkPath	0.193	0.176	92%	-0.016	-8%		0.000	0.000	0.000	0.007	0.200	0.200
Place	Asset Maximisation	0.100	0.077	77%	-0.023	-23%	Schemes have been identified on five sites, and works are underway on each	0.400	0.000	0.400	0.000	0.500	0.500
Place	Montefiore Centre Refurbishment Programme	0.100	0.063	63%	-0.037	-37%		0.900	0.000	0.900	0.000	1.000	1.000
Place	St Georges Town Hall Refurbishment Programme	0.100	0.044	44%	-0.056	-56%		0.650	0.000	0.650	0.000	0.750	0.750
Place	Section 55 Programme - Transport and Improvements	0.000	0.000	0%	0.000	0%		0.440	0.000	0.440	0.000	0.440	0.440
Place	South Dock Bridge	0.259	0.000	0%	-0.259	-100%	Scheme is working its way through the Capital Delivery Board for full scheme approval - scheduled for June 2019. Works undertaken this year have focused on design and feasibility (revenue).	1.111	0.000	1.111	0.000	1.370	1.370
Place	Carbon Offsetting	0.300	0.004	1%	-0.296	-99%	Programme is working its way through the Capital Delivery Board for full approval, after being subsumed into a larger carbon offsetting programme - scheduled for April 2019	0.300	0.000	0.300	0.000	0.600	0.600
Place	Creation of Temporary Accommodation	-0.000	0.011	0%	0.011	0%		2.300	0.000	2.300	0.012	2.312	2.312
Place Total		**56.296**	**72.322**	**128%**	**16.026**	**28%**		**63.963**	**74.647**	**138.610**	**54.330**	**249.236**	**249.236**
Resources	Idea Store	0.280	0.013	5%	-0.268	-95%		0.000	0.000	0.000	0.201	0.482	0.482
Resources	RESOURCES - Mayoral Priority Growth 2017-18 to 2019-20	0.000	0.000	0%	0.000	0%		0.500	1.000	1.500	0.000	1.500	1.500
Resources	Local Presence Project	0.237	0.121	51%	-0.116	-49%		1.388	0.000	1.388	0.000	1.625	1.625
Resources Total		**0.517**	**0.133**	**26%**	**-0.384**	**-74%**		**1.888**	**1.000**	**2.888**	**0.201**	**3.607**	**3.607**
Grand Total		**145.692**	**130.018**	**89%**	**-15.674**	**-11%**		**261.057**	**483.338**	**744.396**	**252.318**	**1,142.407**	**1,150.700**

APPENDIX 5 - CAPITAL Q4 2018/19

Directorate	Latest Budget 2018/19 (£m)	Spend to Q4 2018/19 (£m)	Final spend as % of annual budget	Variance for 2018/19 (£m)	Variance for 2018/19 (%)	2019/20 Budget (£m)	2020/21 and Future Years´ Budgets (£m)	Total Future Years Budget (£m)	Spend in previous years for current projects (£m)	Total Budget - All Years (£m)	Total Projection - All Years (£m)
Health, Adults and Communities	3.005	1.636	54%	-1.369	-46%	11.998	5.604	17.601	3.571	24.178	26.139
Children's Services	14.174	9.259	65%	-4.915	-35%	35.444	98.334	133.779	53.526	201.479	207.811
Place	56.296	72.322	128%	16.026	28%	63.963	74.647	138.610	54.330	249.236	249.236
Housing Revenue Account (HRA)	61.888	34.629	56%	-27.259	-44%	84.940	234.514	319.454	135.919	517.260	517.260
Resources	0.517	0.133	26%	-0.384	-74%	1.888	1.000	2.888	0.201	3.607	3.607
Corporate	9.812	12.039	123%	2.227	23%	62.824	69.240	132.064	4.771	146.647	146.647
Grand Total	**145.692**	**130.018**	**89%**	**-15.674**	**-11%**	**261.057**	**483.338**	**744.396**	**252.318**	**1142.407**	**1150.700**

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MTFS Savings Tracker 2018-21 as at 31 March 2019 - Summary

	2018-19						2019-20						2020-21					
	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
Directorate																		
Children's Services	2,604	686	3,290	**1,450**	1,590	250	3,002	1,590	4,592	**244**	4,348	-	350	4,348	4,698	**350**	4,348	-
Health, Adults & Community	2,733	792	3,533	**2,859**	679	(5)	2,652	679	3,331	**3,331**	-	-	1,000	-	1,000	**1,000**	-	-
Place	1,880	950	2,830	**1,980**	490	360	1,376	490	1,866	**1,566**	300	-	880	300	1,180	**1,180**	-	-
Governance	-	680	680	**680**	-	-	-	-	-	**-**	-	-	-	-	-	**-**	-	-
Resources	2,075	995	3,070	**820**	2,250	-	525	2,250	2,775	**2,775**	-	-	2,550	-	2,550	**2,550**	-	-
All	9,027	1,340	10,367	**5,159**	5,248	(40)	7,119	5,248	12,367	**12,109**	258	-	4,250	258	4,508	**4,250**	258	-
Total	**18,319**	**5,443**	**23,770**	**12,948**	**10,257**	**565**	**14,674**	**10,257**	**24,931**	**20,025**	**4,906**	**-**	**9,030**	**4,906**	**13,936**	**9,330**	**4,606**	**-**
Savings Achievement Status																		
Savings Delivered / On Target	5,960	1,630	7,598	**7,582**	61	(45)	4,396	61	4,457	**4,457**	-	-	9,030	-	9,030	**9,030**	-	-
Savings Slipping but Achievable	9,147	3,228	12,375	**3,966**	8,409	-	8,459	8,409	16,868	**15,568**	1,300	-	-	1,300	1,300	**300**	1,000	-
Not Deliverable / Not Achievable	3,212	585	3,797	**1,400**	1,787	610	1,819	1,787	3,606	**-**	3,606	-	-	3,606	3,606	**-**	3,606	-
Total	**18,319**	**5,443**	**23,770**	**12,948**	**10,257**	**565**	**14,674**	**10,257**	**24,931**	**20,025**	**4,906**	**-**	**9,030**	**4,906**	**13,936**	**9,330**	**4,606**	**-**

MTFS Savings Tracker 2018-21 as at 31 March 2019

						2018-19									2019-20						2020-21					
Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Forecast Savings RAG	Project Status RAG	Status update	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
Savings Delivered / On Target																										
SAV/ CHI 01 / 18-19		Children's Services	Sport Leisure and Culture	Events In Parks - Income Generation	Savings Delivered / On Target	300	-	**300**	300		-	Green		Fully achieved by additional event income.		-	**-**		-	-	350	-	**350**	350	-	-
CHI001/17-18		Children's Services	Youth Services and Commissioning	Youth Service Transformation	Savings Delivered / On Target	-	400	**400**	400		-	Green		£400k slippage from 2017-18 fully achieved in 2018-19 as new structure was implemented in October 2017.	-	-	**-**	-	-	-			**-**		-	-
CHI004/17-18		Children's Services	Childrens Social Care	Integrating Employment Services for Young People	Savings Delivered / On Target	-	-	**-**			-				143	-	**143**	143	-	-			**-**		-	-
CLC002/17-18		Children's Services	Sport Leisure and Culture	Income Optimisation Opportunities	Savings Delivered / On Target	300	40	**340**	300	40	-	Green		2018-19 savings target of £0.300m fully achievable by additional event income. £0.04m savings target to be transferred to Place in 2019/20.	40	40	**80**	80	-	-			**-**		-	-
CLC005/17-18		Children's Services	Sport Leisure and Culture	Culture, Learning & Leisure Service Efficiencies	Savings Delivered / On Target	250	21	**271**	250	21	-	Green		1. £21k Income generation for the Urban Duke of Edinburgh awards. Due to reduction in schools funding it is unlikely this part of the savings target will be achieved, therefore alternative savings will be identified within the service to offset the loss of income for the awards. 2. The contract is now ready for sign off with GLL, therefore savings target for 2018/19 will be fully achieved.	-	21	**21**	21	-	-			**-**		-	-
SAV/ HAC 01 / 18-19		Health, Adults & Community	Adult Social Care	Adult Social Care Transformation	Savings Delivered / On Target	-	-	**-**			-			1. Future year savings in 2020-21.		-	**-**		-	-	1,000	-	**1,000**	1,000	-	-
ADU001/17-18		Health, Adults & Community	Adult Social Care	Social Care Services for Older People	Savings Delivered / On Target	300	-	**300**	300		-	Green		1. Intensive Housing Support model (agreed at Cabinet 20/3/18) is being implemented for sheltered accommodation sites.	500	-	**500**	500	-	-			**-**		-	-
ADU002/17-18	FS02-CES	Health, Adults & Community	Adult Social Care	Community Equipment Service	Savings Delivered / On Target	-	88	**88**	88		-	Green	Amber	1.Catalogue was reviewed in 2017-18 to reduce high cost special orders. 2.Full year effect in 2018-19 will achieve 2017-19 savings in full. 3. 2019-20 savings to be delivered as part of the transfer of the service to Medequip. Although implementation is delayed due to call-in of the decision to transfer, it is not anticpated at present this will impact delivery of the remaining saving in 2019-20.	308	-	**308**	308	-	-			**-**		-	-
ADU004/17-18		Health, Adults & Community	Adult Social Care	Reshaping Reablement Services	Savings Delivered / On Target	467	-	**467**	467		-	Green		1.On track to be delivered.	319	-	**319**	319	-	-			**-**		-	-
ADU005/17-18		Health, Adults & Community	Adult Social Care	Workforce Efficiencies in Adults Social Care	Savings Delivered / On Target	220	-	**220**	220		-	Green		1. Full year effect in 2018-19 of efficiencies actioned in 2017-18.		-	**-**		-	-			**-**		-	-
ADU006/17-18		Health, Adults & Community	Adult Social Care	Substance Misuse	Savings Delivered / On Target	50	-	**50**	50		-	Green		1.Savings have been achieved.		-	**-**		-	-			**-**		-	-
ADU009/17-18		Health, Adults & Community	Public Health	Public Health – 0-19 Public Health Programme Savings	Savings Delivered / On Target	409	-	**409**	409		-	Green		1. Saving has been achieved through the combined reprocurement of school health, and the child and family weight management service.	311	-	**311**	311	-	-			**-**		-	-
ADU010/17-18		Health, Adults & Community	Public Health	Public Health- Adult Weight Management	Savings Delivered / On Target	48	40	**88**	88		-	Green		1. 2017-19 savings target of £96k has been achieved on Fit4Life Groups contract.		-	**-**		-	-			**-**		-	-
ADU011/17-18		Health, Adults & Community	Public Health	Public Health- Community Development Programme	Savings Delivered / On Target	50	-	**50**	50		-	Green		1. Reprocurements have achieved 2017-19 savings of £255k.		-	**-**		-	-			**-**		-	-
ADU012/17-18		Health, Adults & Community	Public Health	Public Health – Primary Care Prevention Programme	Savings Delivered / On Target	30	(38)	**-**			-	Green		1. Re-procurement of smoking cessation services achieved 2017-19 saving of £100k against £92k target (over-achievement of £8k). 2. 2017-18 target was over-achieved by £38k due to savings being achieved quicker than originally profiled.		-	**-**		-	-			**-**		-	-
ADU013/17-18		Health, Adults & Community	Public Health	Public Health - Sexual Health Services	Savings Delivered / On Target	158	-	**158**	158		-	Green		1. Savings have been achieved through Pan-London tariff prices and channel shift to more modern and accessible services.	100	-	**100**	100	-	-			**-**		-	-
ADU014/17-18		Health, Adults & Community	Public Health	Public Health - Specialist Smoking Programme	Savings Delivered / On Target	54	(7)	**47**	52		(5)	Green		1. Re-procurement has achieved 2017-19 savings of £155k against the target of £150k (over-achievement of £5k). 2. 2017-18 target was over-achieved by £7k due to savings being achieved quicker than originally profiled.		-	**-**		-	-			**-**		-	-
CLC003a/17-18		Health, Adults & Community	Community Safety DAAT and ASB	Service Redesign - Safer Communities	Savings Delivered / On Target	-	-				-			1. Future year savings in 2019-20.	255	-	**255**	255	-	-			**-**		-	-
ADU001/16-17		Health, Adults & Community	Adults Social Care	Review of Day Services for Older People	Savings Delivered / On Target	-	161	**161**	161		-	Green		1. Mayfield House day centre was closed on 30/11/17. 2. Full-year effect of the savings target has been achieved in 2018-19.		-	**-**		-	-			**-**		-	-
ADU007/16-17		Health, Adults & Community	Adults Social Care	Sharing Services with NHS Partners	Savings Delivered / On Target	-	200	**200**	200		-	Green		1. Final restructure (sight and hearing) took effect in January 2018. 2. Full year effect of the savings target has been achieved in 2018-19.		-	**-**		-	-			**-**		-	-
SAV/ PLA 01 / 18-19		Place	Public Realm	Waste, Recycling & Street Cleansing Contract	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	200	-	**200**	200	-	-
SAV/ PLA 02 / 18-19		Place	Housing /THH	Review of Housing Delivery (THH/TH)	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	100	-	**100**	100	-	-
SAV/ PLA 03 / 18-19		Place	Corporate Property & Capital Delivery	Reduction in Running costs/ Liability of Council Assets	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	100	-	**100**	100	-	-
SAV/ PLA 04 / 18-19		Place	Public Realm	Street Lighting Efficiencies	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	180	-	**180**	180	-	-
SAV/ PLA 05 / 18-19		Place	Sport Leisure and Culture	Review of Parks	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	300	-	**300**	300	-	-
CLC001/17-18		Place	Public Realm	Waste Management Contract Efficiencies	Savings Delivered / On Target	1,008	-	**1,008**	1,008		-	Green			1,000	-	**1,000**	1,000	-	-			**-**		-	-
CLC004/17-18		Place	Public Realm	Smarter Working – Parking, Mobility & Transport Services Efficiencies	Savings Delivered / On Target	300	-	**300**	300		-	Green			-	-	**-**		-	-			**-**		-	-
D&R001/17-18		Place	Planning & Building Control	Responding to Competition in Planning	Savings Delivered / On Target	72	-	**72**	72		-	Green			76	-	**76**	76	-	-			**-**		-	-
D&R003/17-18		Place	Housing Options	Purchase of Private Sector Units within the General Fund for use as Temporary Accommodation	Savings Delivered / On Target	500	-	**500**	500		-	Green		1. MTFS assumes benefits will all accrue earlier in 2018-19. Original saving profile was £200k in 18-19 and £300k in 19-20.		-	**-**		-	-			**-**		-	-
RES005/17-18		Resources	Risk Assessment	Review and Revise Risk Management Service	Savings Delivered / On Target	-	45	**45**	45		-	Green		1. Achieved through staffing changes within the service.		-	**-**		-	-			**-**		-	-
SAV/ RES 01 / 18-19		Resources	Benefits	Improved Recovery of Housing Benefits Overpayments	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	500	-	**500**	500	-	-
SAV/ RES 02 / 18-19		Resources	Human Resources	HR Services - Additional Staffing Efficiencies	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	100	-	**100**	100	-	-
SAV/ RES 03 / 18-19		Resources	Risk Assessment	Internal Audit – Streamline Management and Explore Shared Service Options	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	50	-	**50**	50	-	-
SAV/ RES 04 / 18-19		Resources	Revenue Services	Revenue Services – Workforce efficiencies through greater self-service and automation	Savings Delivered / On Target	-	-	**-**			-					-	**-**		-	-	100	-	**100**	100	-	-

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19 Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Forecast Savings RAG	Project Status RAG	Status update	2019-20 Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	2020-21 Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
SAV/ RES 05 / 18-19		Resources	ICT	ICT Savings	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	750	-	**750**	750	-	-
SAV/ RES 06 / 18-19		Resources	Corporate Finance	Finance Services – Process improvements and new Finance System Implementation	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	100	-	**100**	100	-	-
SAV/ RES 07 / 18-19		Resources	Wi-Fi Concession Contract	Income Through Wi-Fi Concession Contract	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	300	-	**300**	300	-	-
SAV/ RES 08 / 18-19		Resources	Housing	Income Through Housing Companies	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	250	-	**250**	250	-	-
SAV/ RES 09 / 18-19		Resources	Housing	THH - Potential support service Savings	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	100	-	**100**	100	-	-
SAV/ RES 10 / 18-19		Resources	Customer Access	Additional Local Presence Efficiencies	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	300	-	**300**	300	-	-
RES002/17-18		Resources	Benefits	Benefits Service Admin Savings	Savings Delivered / On Target	525	-	**525**	525		-	Green		1. On track; will be delivered through a reduction in the resilliance contract, reduction in overtime and other staffing efficiencies, none of which will effect levels of service provision.	525	-	**525**	525	-	-		-	**-**		-	-
ALL005/17-18		Governance	Corporate Strategy & Equalities	Consolidation of Strategy, Policy & Performance Functions	Savings Delivered / On Target	-	600	**600**	600		-	Green		1.Restrcture completed and savings realised		-	-	-	-	-		-	**-**		-	-
LPG002/15-16		Governance	Registrars & Democratic Services	Implementation of Registration Service new business model	Savings Delivered / On Target	-	80	**80**	80		-	Green		1.Service changes have been implemented; savings have been realised.		-	-	-	-	-		-	**-**		-	-
SAV/ CORP 02 / 18-19		All	All	Contract Management Efficiencies	Savings Delivered / On Target	-	-	-			-					-	-	-	-	-	4,250	-	**4,250**	4,250	-	-
ALL002/17-18		All	All	Fees & Charges	Savings Delivered / On Target	419	-	**419**	419		-	Green		1. On track.	419	-	**419**	419	-	-		-	**-**		-	-
ALL008/17-18	DP	All	All	Treasury Management Efficiencies	Savings Delivered / On Target	500	-	**500**	540		(40)	Green	Amber	1. On track.	-	-	-	-	-	-		-	**-**		-	-
ALL010/17-18		All	All	ICT Centralisation	Savings Delivered / On Target	-	-				-				400	-	**400**	400	-	-		-	**-**		-	-
Savings Delivered / On Target						**5,960**	**1,630**	**7,598**	**7,582**	**61**	**(45)**				**4,396**	**61**	**4,457**	**4,457**	**-**	**-**	**9,030**	**-**	**9,030**	**9,030**	**-**	**-**
Savings Slipping but Achievable																											
ADU003/17-18	FS03-SIN	Health, Adults & Community	Adults Social Care	Helping People with Learning Disability live Independently	Savings Slipping but Achievable	582	184	**766**	216	550	-	Amber	Red	1. Project will achieve full savings, although the profile is being reviewed at present. It will be delivered through reviews of out of borough placements, price negotiation with providers, review of care packages in line with Care Act eligibility levels and shared lives scheme 2. This is managed through the Supporting Independence project. 3. Deep dive is currently underway to attempt to find further mitigations in the current financial year.	619	550	**1,169**	1,169	-	-		-	**-**		-	-
ADU007/17-18		Health, Adults & Community	Adults Social Care	Improving Employment Support for Adults with Disabilities	Savings Slipping but Achievable	55	164	**219**	190	29	-	Amber		1. Map Squad savings have been achieved. 2. Development of employment services will reduce usage of day services. 3. This is managed through the Supporting Independence project.	100	29	**129**	129	-	-		-	**-**		-	-
ADU008/17-18		Health, Adults & Community	Adult Social Care	Day Opportunities Provision	Savings Slipping but Achievable	310	-	**310**	210	100	-	Amber		1. Efficiency by merging Riverside and Redcoat daycare services onto one site. 2. Reduce daycare usage of clients in residential and nursing placements.	140	100	**240**	240	-	-		-	**-**		-	-
ADU002/17-18	FS04-EHH	Children's Services	Youth Services and Commissioning	Better support for families through early help, and reduction in social care demand	Savings Slipping but Achievable	-	-	-			-				1,000	-	**1,000**	-	1,000	-		1,000	**1,000**	-	1,000	-
CLC007/16-17		Place	Public Realm	Review of Enforcement Function-More Generic Working	Savings Slipping but Achievable	-	451	**451**	100	351	-	Amber		1. £100k will be delivered in 2018-19 with the balance of £351k being realised in 2019-20 through the Enforcement Review. 2. The shortfall for 2018-19 will be mitigated from the deferred waste efficiencies.		351	**351**	351	-	-		-	**-**		-	-
CLC008/16-17		Place	Public Realm	School Crossing Patrols to be delivered by Schools	Savings Slipping but Achievable	-	89	**89**	-	89	-	Amber		1. Alternative options for funding are now being considered for achieving the saving.		89	**89**	89	-	-		-	**-**		-	-
D&R002/17-18		Place	Housing Options	Maximising use of technology in Housing Options Service	Savings Slipping but Achievable	-	-				-				300	-	**300**	-	300	-		300	**300**	300	-	-
D&R008/16-17		Place	Corporate Property & Capital Delivery	Generating more income from council assets	Savings Slipping but Achievable	-	50	**50**		50	-	Amber		1. Income generation is associated with the Public space wifi programme. 2. The tender process is to be relaunched, which will result in slippage of the saving.		50	**50**	50	-	-		-	**-**		-	-
RES001a/17-18		Resources	Human Resources	Human Resources	Savings Slipping but Achievable	1,250	250	**1,500**	250	1,250	-	Red		1. Restructure completed; £250k savings achieved. 2. The balance of savings will need to be delivered through non staffing budgets and through the agency reduction project and the terms and conditions review. Significant slippage expected in 2018-19 hence Ragged RED		1,250	**1,250**	1,250	-	-		-	**-**		-	-
ALL004/17-18		Resources	Corporate Finance	Centralisation of Finance	Savings Slipping but Achievable	300	700	**1,000**		1,000	-	Amber		1. Slippage in 2018-19. Full savings due from 2019-20.		1,000	**1,000**	1,000	-	-		-	**-**		-	-
ALL003/17-18	SS03-IC	All	All	Debt Management & Income Optimisation	Savings Slipping but Achievable	3,000	-	**3,000**	1,500	1,500	-	Amber	Red	1. An uplift in Council Tax attributied £1.5m and a one off savings of £3m as a one off business rate credit write-off 2. Sundry Debt and Parking Income collection Debt Recovery has not been fully analysed to determine any in year savings	3,000	1,500	**4,500**	4,500	-	-		-	**-**		-	-
RES001b/17-18		All	All	Human Resources	Savings Slipping but Achievable	1,500	-	**1,500**	1,500		-	Amber		1. Savings to be delivered through reductions in agency spend; a reduction in spend is not being achieved and savings are being delivered through a rebate process which relies on a higher agency spend.	2,000	-	**2,000**	2,000	-	-		-	**-**		-	-
RES006/17-18		All	All	Functional Consolidation of Procurement	Savings Slipping but Achievable	-	250	**250**		250	-	Amber		1. Incorporated into the finance restructure project. See comments above on 'centralisation of finance'.	-	250	**250**	250	-	-		-	**-**		-	-
ALL001/17-18	SS04-RPG SS06-MPS	All	All	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD's)	Savings Slipping but Achievable	500	490	**990**		990	-	Red	Red	1. Only the MFD and Reprographics elements of the project are currently in delivery. 2. Other projects to contribute to the savings include the digital post room and scanning which have not yet been started.	500	990	**1,490**	1,490	-	-		-	**-**		-	-
ALL006/17-18	SS01-CS SS05-LP	All	All	Local Presence / Contact Centre Review	Savings Slipping but Achievable	650	600	**1,250**		1,250	-	Red	Red	1. In year savings have slipped due to a more indepth business process re-engineering approach.	800	1,250	**2,050**	2,050	-	-		-	**-**		-	-
ALL009/17-18	SS02-BSH	All	All	Consolidation of Business Support and Administration Functions	Savings Slipping but Achievable	1,000	-	**1,000**		1,000	-	Red	Amber	1. Project progressing but has slipped into 2019-20. The consultation closed on 29 March 2019.	-	1,000	**1,000**	1,000	-	-		-	**-**		-	-
Savings Slipping but Achievable						**9,147**	**3,228**	**12,375**	**3,966**	**8,409**	**-**				**8,459**	**8,409**	**16,868**	**15,568**	**1,300**	**-**	**-**	**1,300**	**1,300**	**300**	**1,000**	**-**
Not Deliverable / Not Achievable																											
CHI006/17-18		Children's Services	Childrens Social Care	Regional Adoption Agency	Not Deliverable / Not Achievable	250	-	**250**			250	Red		This savings target will not be achieved. It will be reversed in 2019/20.		-	**-**			-		-	**-**		-	-

						2018-19									2019-20						2020-21					
Reference	**PMO Project Reference**	**Directorate**	**Service Area**	**Title**	**Savings Achievement Status**	**Savings target**	**Slippage from previous year**	**Revised Savings target**	**Delivered / cashed**	**Variance - Slippage**	**Variance - Under / (over) delivery**	**Forecast Savings RAG**	**Project Status RAG**	**Status update**	**Savings target**	**Slippage from previous year**	**Revised Savings target**	**Forecast savings**	**Variance - Slippage**	**Variance - Under / (over) delivery**	**Savings target**	**Slippage from previous year**	**Revised Savings target**	**Forecast savings**	**Variance - Slippage**	**Variance - Under / (over) delivery**
						£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**				**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
CHI003/17-18		Children's Services	Learning & Achievement	Increasing the involvement of partners in Early Years services	Not Deliverable / Not Achievable	1,204	125	**1,329**		1,329	-	Red		1. IEYS savings for LADN cannot be made due to the budget being funded by DSG. 2. Children's Services forecast increased in Q2 by £1.3m due to unachievable savings.	1,079	1,329	**2,408**		2,408	-		2,408	**2,408**		2,408	-
CHI005/17-18	FS05-SEN	Children's Services	Learning & Achievement	Better targeting of services for children with special educational need and disabilities (SEND)	Not Deliverable / Not Achievable	300	100	**400**	200	200	-	Green	Red	1. The £100k savings slipped from 2017-18 have been achieved by the Educational Psychologist Service. A further £100k has been achieved in 2018-19 by the Educational Psychologist Service. (Green) 2. The £200k balance of savings in the business case is unachievable. Ongoing review of SEND services. (Red)	740	200	**940**		940	-		940	**940**		940	-
CLC005/16-17		Place	Public Realm	Alternative Service Delivery Model for Animal Warden Service	Not Deliverable / Not Achievable	-	160	**160**		-	160	Amber		1. This saving will not be achieved. Reversed in 2019-20.		-	**-**		-	-		-	**-**		-	-
CLC006/16-17		Place	Public Realm	Income Generation Opportunity from CCTV Network	Not Deliverable / Not Achievable	-	200	**200**			200	Red		1. This saving will not be achieved. Reversed in 2019-20.		-	**-**		-	-		-	**-**		-	-
SAV/ CORP 01 / 18-19		All	All	Treasury Management Investment Opportunities	Not Deliverable / Not Achievable	1,458	-	**1,458**	1,200	258	-	Green	Red	£1.2m was generated for 2018-19 (Green). Investment was delayed and commenced July 2018. Also the total invested was less than planned, hence the shortfall (Red).		258	**258**		258	-	-	258	**258**		258	-
Not Deliverable / Not Achievable						**3,212**	**585**	**3,797**	**1,400**	**1,787**	**610**				**1,819**	**1,787**	**3,606**	**-**	**3,606**	**-**	**-**	**3,606**	**3,606**	**-**	**3,606**	**-**
Total						**18,319**	**5,443**	**23,770**	**12,948**	**10,257**	**565**				**14,674**	**10,257**	**24,931**	**20,025**	**4,906**	**-**	**9,030**	**4,906**	**13,936**	**9,330**	**4,606**	**-**

Mayoral Priority Growth 2018-21 as at 31 March 2019

					Revenue (One Off)						Revenue (Ongoing)						Capital						Housing Revenue Account					
Reference	Directorate	New / 2017-20 MTFS / 2017-20 MTFS Extension	Title	Strategic Priority Outcome	2017-18 Brought forward £'000	2018-19 £'000	2018-19 Actual £'000	2019-20 £'000	2020-21 £'000	Total £'000	2017-18 Brought forward £'000	2018-19 £'000	2018-19 Actual £'000	2019-20 £'000	2020-21 £'000	Total £'000	2017-18 Slippage £'000	2018-19 £'000	2018-19 Actual £'000	2019-20 £'000	2020-21 £'000	Total £'000	2018-19 £'000	2018-19 Actual £'000	2019-20 £'000	2020-21 £'000	Total £'000	Status update
MPG/ CHI 01 / 18-19	Children's Services	New	Implementation of the Ethical Care Charter	2. Children and young people are protected so they can realise their potential						-		109	109	-	-	109						-					-	Growth on fully utilised in 2018-19 - Children with Disabilities Service
MPG/ CHI 02 / 18-19	Children's Services	New	Early Years Provision Victoria Park and St Hilda's Community Centre	2. Children and young people are protected so they can realise their potential		88	25	31	31	150						-						-					-	St Hilda's/Toyhouse spend £25k in 2018-19.
MPG/ CHI 03 / 18-19	Children's Services	2017-20 MTFS Extension	Continuing to provide universal free school meals	2. Children and young people are protected so they can realise their potential	-	2,250	2,250	2,000	2,000	6,250						-						-					-	£2m for free school meals for primary schools. £0.250m for loss of income April to August 2018. Now confirmed that there was no price increase for Primary schools for 2018/19.
MGRO CHI 1-17	Children's Services	2017-20 MTFS	Supporting our Care Leavers to find work opportunities through employment initiatives	2. Children and young people are protected so they can realise their potential						-	472		472			472						-					-	Leaving Care Service is expected to utilise the full growth bid for 2018-19 for targeting employment service for care leavers (NEET).
MGRO CHI 2-17	Children's Services	2017-20 MTFS	Children's Centre commissioning of voluntary and community sector (VCS) organisations	2. Children and young people are protected so they can realise their potential	93	120	135	120		333						-						-					-	Outreach service provided by the Voluntary Sector for 'hard to reach' families. It is £135k was spent in 2018-19. The balance of the total allocation (£198k) will be spent in 2019-20 when a more comprehensive summer programme is planned with the VCS.
MGRO CLC 5-17	Children's Services	2017-20 MTFS	Provision of four new outdoor gyms to improve health outcomes to all parts of the community	3. People access joined-up services when they need them and feel healthier and more independent						-	90		90			90	2	233	208			235					-	£0.208m capital spent 2018-19. £90k will be required for gym activations.
Children's Services Total					**93**	**2,458**	**2,410**	**2,151**	**2,031**	**6,733**	**562**	**109**	**671**	**-**	**-**	**671**	**2**	**233**	**208**	**-**	**-**	**235**	**-**	**-**	**-**	**-**	**-**	
MPG/ HAC 01 / 18-19	Health, Adults and Community	New	Community Safety, ASB & Crime	7. People live in safer neighbourhoods and anti-social behaviour is tackled		315	123	273	277	865						-						-					-	All the new posts are now employed against, and the cost of the new IT system was less than initially estimated
MPG/ HAC 02 / 18-19	Health, Adults and Community	New	Additional Police officers for Neighbourhoods	7. People live in safer neighbourhoods and anti-social behaviour is tackled		800	331	800	800	2,400						-						-						The Metropolitan Police Service is recruiting extra police officers to work directly in response to residents' concerns around community safety. This is a partnership initiative between the Council and Tower Hamlets Police, and replaces the previous partnership taskforce (PTF) agreements. Twelve officers are currently in post and working, whilst the remaining twelve have been recruited but are awaiting start dates.
MPG/ PLA 06 / 18-19	Health, Adults and Community	New	ASB & Crime Neighbourhood Management	7. People live in safer neighbourhoods and anti-social behaviour is tackled		145	81	200	200	545						-						-					-	The manager post is covered by a temporary worker, the two officer posts will be recruited to shortly.
Health, Adult & Community Total					**-**	**1,260**	**535**	**1,273**	**1,277**	**3,810**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	
MPG/ PLA 01 / 18-19	Place	New	Enabling Unemployed Parents to Move into Childcare Jobs	1. People access a range of education, training, and employment opportunities		450	178	451	451	1,352						-						-					-	Working Start Parents into Childcare jobs - Procurement for training provider completed.
MPG/ PLA 02 / 18-	Place	New	Watney Market Shop Front for 'Young WorkPath'	2. Children and young people are protected so they can realise their potential		60	60	60	60	180						-	(7)	200	176			193					-	The New Young WorkPath shop has been refurbished and occupied by the Careers Service staff. Opened to the public on Monday 6th August. The project achieved it's target for the year to embed Young WorkPath into the wider Workpath employment partnership model.
MPG/ PLA 03 / 18-	Place	New	Private Tenants Charter	6. People live in good quality and affordable homes and neighbourhoods						-		100	85			100						-					-	Trading Standards and EH Officers have been appointed and have started, positions were filled by agency in the interim.
MPG/ PLA 04 / 18-19	Place	New	Air Quality Assistant	5. People live in a borough that is clean and green		71	71	50	50	171						-						-					-	Air quality officer started and backfilled by agency in the interim.
MPG/ PLA 05 / 18-	Place	New	Bursary for Environmental Health Trainees	5. People live in a borough that is clean and green		30	30	30	30	90						-						-					-	Officers appointed, and spend ac
MGRO D&R 1-17	Place	2017-20 MTFS	Creating community hubs and regularising the usage of community buildings to provide high quality, low cost space for community groups	10. The Council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for residents	60	60	25			120						-	(180)	600	576	1,650		2,070					-	Works have been completed at the Tramshed and the St Andrews (A12) building to create the second and third community hubs.
MGRO D&R 2-17	Place	2017-20 MTFS	Enhancing services to support people in overcoming the barriers to accessing skills and toward employment	1. People access a range of education, training, and employment opportunities	185	221	157	226		632						-						-					-	ESOL delivery 2018-19; 32 learners have been trained through pilot programmes with 18 moving onto accredited higher level training and 13 moving onto the WorkPath Working Start job placement programme. 200 clients have been identified by WorkPath as having English as a primary barrier to employment. 12 training programmes have been scheduled for 2018-19 (up to 244 residents trained).
MGRO D&R 3-17	Place	2017-20 MTFS	Introducing new off-street parking arrangements in our housing estates due to changes in national legislation	5. People live in a borough that is clean and green		(10)	(10)	(80)		(90)						-	186	(126)	32	1,450	1,450	2,960	(300)	(300)	(250)		(550)	£326k has been re-profiled to 2021-22.
MGRO D&R 4-17	Place	2017-20 MTFS Extension	Supporting young people realise their potential through the Mayor's Apprenticeship Fund	1. People access a range of education, training, and employment opportunities	228	203	118	199	84	714						-						-					-	Target delivery of creating 1000 apprenticeship opportunities by 2020 is on course. Outreach with various partners have successfully contributed to the number of apprenticeship creations. The programme has been reprofiled to take account of the change in delivery mechanism.
MGRO D&R 5-17	Place	2017-20 MTFS	Supporting residents aged 50 and above through training and support to help them access employment opportunities	1. People access a range of education, training, and employment opportunities	112	109	179	101		321						-						-					-	The programme has had a slow but very successful start and is being reprofiled to take account of the changes to the scheduled cohorts going forward.
MGRO D&R 6-17	Place	2017-20 MTFS	Helping women to progress from unemployment into health care careers.	1. People access a range of education, training, and employment opportunities	692	736	379	705		2,133						-						-					-	The programme has been reprofiled to take account of shifting engagement and start dates for 2018-19 cohort numbers.
MGRO D&R 7-17	Place	2017-20 MTFS	Planning Enforecement	5. People live in a borough that is clean and green						-	151		151			151						-					-	Full team has been implemented.
HRA Budget report	Place	2017-20 MTFS	HRA funding set aside for ASB Initiatives	7. People live in safer neighbourhoods and anti-social behaviour is tackled						-						-						-	836	491	736		1,572	The 7 police officers are funded by the HRA at a total cost of £490k per annum for 3 years. This is matched funded by MOPAC to provide additional 7 police officers (free of charge).
MGRO CLC 1-17	Place	2017-20 MTFS	Investing in public realm to improve the local environment for residents	5. People live in a borough that is clean and green						-						-	455	-	54	2,000	1,000	3,455					-	Programme of works agreed with Lead Member.
MGRO CLC 2-17	Place	2017-20 MTFS	Improving the quality of living environment for our residents through re-deployment of enforcement officers	7. People live in safer neighbourhoods and anti-social behaviour is tackled						-	150		150			150						-					-	Will be delivered as part of the Enforcement review.
MGRO CLC 3-17	Place	2017-20 MTFS	Improving Air quality in Tower Hamlets	5. People live in a borough that is clean and green	50	50	-			100						-	50	19	74	31		100					-	Mayoral grants - applications received being assessed, all were allocated

					Revenue (One Off)						Revenue (Ongoing)						Capital						Housing Revenue Account					
Reference	**Directorate**	**New / 2017-20 MTFS / 2017-20 MTFS Extension**	**Title**	**Strategic Priority Outcome**	**2017-18 Brought forward £'000**	**2018-19 £'000**	**2018-19 Actual £'000**	**2019-20 £'000**	**2020-21 £'000**	**Total £'000**	**2017-18 Brought forward £'000**	**2018-19 £'000**	**2018-19 Actual £'000**	**2019-20 £'000**	**2020-21 £'000**	**Total £'000**	**2017-18 Slippage £'000**	**2018-19 £'000**	**2018-19 Actual £'000**	**2019-20 £'000**	**2020-21 £'000**	**Total £'000**	**2018-19 £'000**	**2018-19 Actual £'000**	**2019-20 £'000**	**2020-21 £'000**	**Total £'000**	**Status update**
MGRO CLC 4-17	Place	2017-20 MTFS	Incentivising better waste collection arrangements on housing estates	5. People live in a borough that is clean and green	520	250	163	250		1,020						-						-						-	The full £1.02m was required as it links to the full 2 year plan for the estates recycling, communications and interventions projects.
MGRO RES 2-17	Place	2017-20 MTFS Extension	Tackling Poverty Fund - Tackling poverty in Tower Hamlets by creating a Welfare Support Scheme to support residents	3. People access joined-up services when they need them and feel healthier and more independent	667	1,667	1,286	1,667	1,667	5,668						-						-						-	Tackling poverty initiatives are completed for 2018-19, but are ongoing in future years.
Place Total					**2,514**	**3,897**	**2,636**	**3,658**	**2,342**	**12,411**	**301**	**100**	**386**	**-**	**-**	**401**	**504**	**693**	**912**	**5,131**	**2,450**	**8,778**	**536**	**191**	**486**	**-**	**1,022**	
MGRO RES 1-17	Resources	2017-20 MTFS	Providing free Wi-Fi in Tower Hamlets for all	9. The Council is open and transparent putting residents at the heart of everything we do						-	250					250	-	-	-	500	500	1,000						-	Capital requirement of £500k re-profiled to 2021-22.
Resources Total					**-**	**-**	**-**	**-**	**-**	**-**	**250**	**-**	**-**	**-**	**-**	**250**	**-**	**-**	**-**	**500**	**500**	**1,000**	**-**	**-**	**-**	**-**	**-**	
Total					**2,607**	**7,615**	**5,581**	**7,082**	**5,651**	**22,954**	**1,113**	**209**	**1,057**	**-**	**-**	**1,322**	**506**	**926**	**1,120**	**5,631**	**2,950**	**10,013**	**536**	**191**	**486**	**-**	**1,022**	

Cabinet 22 May 2019	
Report of: Debbie Jones, Corporate Director, Children and Culture Neville Murton, Corporate Director, Resources Denise Radley, Corporate Director, Health, Adults and Community	**Classification:** Unrestricted
Approval of change to Servelec contract	

Lead Member	**Councillor Danny Hassell - Cabinet Member for Children, Schools and Young People** **Councillor Denise Jones - Cabinet Member for Adults, Health and Wellbeing** **Councillor Candida Ronald - Cabinet Member for Resources and the Voluntary Sector**
Originating Officer(s)	David Jones, Interim Divisional Director, Adult Social Care Richard Baldwin, Divisional Director, Children's Social Care Adrian Gorst, Divisional Director, Corporate IT Andrew Cross, Social Care IT
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	23/04/2019
Reason for Key Decision	Financial Threshold
Strategic Plan Priority / Outcome	**1. People are aspirational, independent and have equal access to opportunities;**

Executive Summary

Adult and Children's Social Care have committed to moving from Frameworki to the latest version of the case management system provided by Servelec, called Mosaic.

The infrastructure on which the system currently runs is nearing the end of its usable life and is causing performance problems.

In order to support both the existing Frameworki system and the project to move to Mosaic, as well as to align with LBTH IT's preference for Supplier Hosted Software as a Service (SaaS) a move to a Servelec hosted solution is required.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the proposed change to the existing contract with Servelec and authorise the Divisional Director for IT to award the amended contract to Servelec.

1 REASONS FOR THE DECISIONS

1.1 The Project to implement Mosaic cannot commence without the required infrastructure being in place.

1.2 The value of the contract change is above the threshold for delegated decision by a Chief Officer.

2 ALTERNATIVE OPTIONS

2.1 Use of the recently launched Crown Commercial Service (CCS) Data and Applications Solutions (DAS) procurement framework. Risk of unacceptable delay as this would be the first procurement through this route.

2.2 Internal hosting and local conversion – Not aligned to preferred IT model. No cover for issues related to the application (Frameworki / Mosaic) should they arise as a result of the database conversion.

3 DETAILS OF THE REPORT

3.1 There are two dominant providers of social care software in the UK and Servelec is one of these. Tower Hamlets Council has used the Servelec case management system called Frameworki in Children's Social Care since 2007 and in Adults since 2010. Locally Hackney and Waltham Forest are Servelec customers, as are our local NHS trusts. A review of the wider market was undertaken in late 2017 which revealed significant costs to migrate to another supplier and no significant benefits in doing so. This finding was agreed at CLT in early 2018 and using Agilisys as our agent a 3+2 year contract for their application software was put in place from April 2018.

3.2 The legacy infrastructure, dating from 2009, on which this system runs is nearing the end of its usable life and is causing performance problems. The infrastructure is currently managed by Agilysis, although the contract for support and maintenance of the software is between LBTH and Servelec.

3.3 Adult and Children's Social Care have committed to moving from Frameworki to the latest version of the case management system provided by Servelec, called Mosaic.

3.4 The project team explored a range of options, including recommissioning Agilisys to provide the infrastructure, going to the open market, procuring through a Government Framework and extending the arrangement with Servelec to provide the infrastructure as well as the application.

3.5 In order to support both the existing Frameworki system and the project to move to Mosaic, as well as the move away from Agilysis and to align with LBTH IT's design principle for Supplier Hosted Software as a Service (SaaS) a hosted solution from Servelec is required.

3.6 Servelec would undertake two tasks simultaneously – moving the Frameworki application from the current infrastructure to a new hosting solution and to align with LBTH IT design principle for SQL databases converting the existing system databases from Oracle to SQL.

3.7 Servelec are also the only organisation who are able to carry out both elements of this work simultaneously and also provide ongoing support not only for the hosted solution, but for any issues relating to the database conversion work. Other organisations are able to provide one or both of the initial pieces of work, but would not would be able to provide long term support for issues related to the application (Frameworki / Mosaic) should they arise as a result of the database conversion as the application is proprietary Servelec software.

3.8 The cost of £238,000 is for a two year contract. The cost of completing the work for the migration and database conversion is £58,900 and £89,618.13 per annum for hosted service support for 2 years. A two year hosting arrangement is the minimum offered by Servelec. As such, the financial value of the change of contract exceeds the threshold for delegated decisions. A Cabinet report is therefore necessary to authorise the extension of the existing contract with Servelec without open competition, due to the technical, economic and service benefits of progressing the migration from Frameworki to Mosaic without undue delay.

4 EQUALITIES IMPLICATIONS

4.1 There are no equality implications arising from the proposal as it is related to spending on IT hosting services.

5 OTHER STATUTORY IMPLICATIONS

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

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

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 The CFO has been consulted on this report and can confirm that funding is available from the IT Reserve to cover the two year period as set out above in the sum of £238k.

6.2 However, a more sustainable funding solution is required going forward and this approval is, therefore, subject to such a solution being identified and reported back to committee.

6.3 Given the strategic importance of this particular IT system to the organisation, the proposed funding solution is pragmatic given the urgency and is supported on that basis.

7 COMMENTS OF LEGAL SERVICES

7.1 This report concerns a proposal to enter into a contract with Severlec for Case Management software (the Services) moving from the old Frameworki system to Severlec's new Mosaic infrastructure.

7.2 The Council has power to enter into a contract for a third party to deliver the Services which arises by virtue of section 111 of the Local Government Act 1972, providing the power enabling the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. Under section 1 of the Localism Act 2011, the Council has the power 'to do anything that an individual may do' 'for the benefit of the authority, its area or persons resident or present in its area'. Therefore, the Council has the enabling power(s) to enter into a contract for the Services.

7.3 Directly awarding the contract requires a specific waiver of the Council's Procedures. The content of this report complies with the grounds for waiving them under Part 5 of the Procedures. Paragraph 50.1(a) of the Procedures states that a waiver is permissible where "the nature of the market for the works to be carried out or the supplies or services to be provided has been investigated and has demonstrated that only a single source of supply is available, or it is otherwise clearly in the Council's interest to do so".

7.4 Reasons are provided in the report as to why it is appropriate to deviate from the Council's Procedures, which may be summarised as follows:

- The Council has investigated the market and Severlec are the only organisation who are able to carry out both elements of the work simultaneously;
- In any event procuring under alternative framework contracts will not meet the timescales stipulated for the implementation;
- it would be disproportionate and unviable to conduct a competition in such short timescales; and
- it is in the Council's best interests for the contract to proceed in a manner which best protects service users needs and the relevant data.

7.5 The reasons provided in this report also satisfy Regulation 32 of the Public Contracts Regulations 2015. This allows the Council to award the contract under the negotiated procedure without advertising the opportunity in the European Journal. However, the Council will still place an award notice following the completion of the agreement in line with the same regulations.

7.6 The Council has an obligation as a best value authority under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." The Council would also need to be satisfied that entering into a contract would represent best value.

7.7 When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment which should be proportionate to the function in question and its potential impacts.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- NONE.

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

- List any background documents not already in the public domain including officer contact information.
- These must be sent to Democratic Services with the report
- NONE.

Officer contact details for documents:

N/A