

MEETING OF THE BOARD
21 May 2020 16:00 – 18:00

<https://us02web.zoom.us/j/89825525834?pwd=ODNSeGJ0MGQzT2xBdDNVNDZTMnZ5dz09>

AGENDA

		<u>Type</u>	<u>Lead</u>
<i>Open Session</i>			
<i>Introductory items</i>			
1.	Apologies for Absence	For Information	Chair
2.	Declarations of Interest	For Information	Chair
3.	Questions from Members of the Public	For Discussion	Chair
4.	Open Minutes of the Board meeting on 20 February 2020	For Decision	Chair
<i>Items for decision and discussion</i>			
5.	CE Report	For Decision	Susmita Sen
6.	Inspiring Communities Fund Report	For Information	Paul Davey
<i>Closed Session</i>			
<i>Items for Decision and Information</i>			
7.	Confidential Minutes of the Board meeting on 20 February 2020	For Decision	Chair
8.	Risk Register (Covid & non-Covid)	For Decision	Chris Smith
9.	Compliance in time of Covid 19	For Decision	Will Manning
10.	Forward Plan	For Discussion	Chair
<i>Items for information and limited discussion</i>			
11.	Any Other Business	For Discussion	Chair



Date of next meeting – Board Discussion

Thursday 18 June 2020, 4 – 6pm

TOWER HAMLETS HOMES

NOTE BY CHIEF EXECUTIVE

DECLARATIONS OF INTEREST

Where Members of the Board have an interest in any business of the Board, then she/he must disclose this interest.

Members must disclose the existence and the nature of the interest at the start of the meeting and certainly no later than the commencement of the item when the interest becomes apparent.

Personal Interests

A Board Member must regard themselves as having a personal interest in any matter if the matter relates to an interest in respect of which notification must be given, or if a decision upon the matter might reasonably be regarded as affecting, to a greater extent than other tenants or inhabitants of the Tower Hamlets Homes area, the wellbeing or financial position of themselves, a relative or a friend, OR

- a) Any employment or business carried out by such persons;
- b) Any person who employs or appointed such persons, any firm in which they are a partner, or any company of which they are a director;
- c) Any corporate body in which such persons have a beneficial interest in a class of securities exceeding a nominal value of more than 2% of the issued share capital in a company;
- d) Anybody listed in sub-paragraphs (a) to (e) of paragraph 14 of the Resource Pack in which such persons hold a position of general control or management.

Prejudicial Interests

1. Subject to the provisions of paragraph 2 below, a Board member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a tenant of Tower Hamlets Council as covered by the Management Agreement or a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Board member's judgement of the public interest.
2. A Board member may regard themselves as not having a prejudicial interest in a matter if that matter relates to –

- a) Another relevant organisation of which they are a member;
- b) Another public organisation in which they hold a position of general control or management;
- c) A body to which they have been appointed or nominated by Tower Hamlets Homes as its representative;
- d) Where a Board member holds a tenancy or lease with a relevant organisation, provided that they do not have arrears of rent with that relevant organisation of more than two months, and provided that those functions do not relate particularly to the Board member's tenancy or lease.

Participation in Relation to the Disclosure of Interests

A Board member with a prejudicial interest in any matter must –

- a) Withdraw from the room where a meeting is being held whenever it becomes apparent the matter is being considered at that meeting, unless she/he has obtained a dispensation from the Board's Chairman or Company Secretary; and
- b) Not seek improperly to influence a decision about that matter.

Should you require any further information, please contact Paul Davey, Director of Business Transformation, telephone: 020 7364 7328, paul.davey@thh.org.uk

Open minutes of Tower Hamlets Homes Board Meeting
Thursday 20th February 2020 **6.10pm to 7:30pm**
Room Spices, Harford Street, E1 4FG

Board Members Present:

Ann Lucas (Chair)	-	Chair, Independent Board Member
Claire Tuffin (Vice Chair)	-	Resident Board Member
Andrew Bond (AB)	-	Independent Board Member
Safia Jama (SJam)	-	Independent Board Member
Nikesh Shah (NS)	-	Independent Board Member
Mahbub Anam (MA)	-	Resident Board Member
Asma Islam (AI)	-	Cllr Board Member
Tarik Khan (TK)	-	Cllr Board Member
John Pierce (JP)	-	Cllr Board Member

Co – Optees Present:

Pam Haluwa (PH)	-	Co-Optee to Gov.& Remuneration Committee
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Officers Present:

Susmita Sen (CE)	-	Chief Executive
Neil Isaac (DoF)	-	Interim Director of Finance
Will Manning (DoAM)	-	Director of Asset Management
Ann Otesanya (DoN)	-	Director of Neighbourhoods
Sarah Pace (HoBD)	-	Head of Business Development
Sameena Raouf (GO)	-	Governance Officer

In Attendance:

Hilton Armand (HA)	-	Customer Access Strategic Advisor
Gulam Hussain (GH)	-	Scrutiny & Resident Feedback Manager

Apologies:

Sabina Akhtar (SA)	-	Cllr Board Member
Iain Lawson (IL)	-	Co-Optee to Finance & Audit Committee
Paul Davey (DoBT)	-	Director of Business Transformation
Karen Swift (KS)	-	LBTH Divisional Director of Strategy, Regeneration & Sustainability

1	Welcome	
1.1	AL welcomed all to the meeting and welcomed NS as the newly appointed Independent Board Director. Introductions were made around the table. Apologies for absence were noted for the above.	
2	Declaration of Interest	
2.1	CT and PH declared their interest as leaseholders of Tower Hamlets Homes.	
3.	Question from Members of the Public	
3.1	None received	
4.	Open Minutes of the meeting of the Board on 10 December 2019	
4.1	With reference to action 6.5 of the minutes regarding Board's suggestion to incorporate a paragraph in the revised Tenancy Agreement on resident misuse of social media, it was noted THH have made a recommendation of this at the Project Council and that this has been accepted.	
4.2	<i>THH Board AGREED the minutes of the meeting of the Board on 10th December 2019.</i>	

5.	Customer Access Strategy	
5.1	HA presented this item to the Board. The report sought approval from the Board for the Customer Access Strategy at Appendix 1. The strategy set out the plans to improve the customer experience when contacting THH and to improve the way in which THH manages this contact.	
5.2	Board queried whether customers contact us via telephone to which HA responded three quarters of contact is still via the phone, although we do now receive more emails.	
5.3	Board queried for those whose issues are not resolved the first time, how are they resolved to which HA responded this is dependent on what the query is. The Housing Service Centre use an application called Comino which is a workflow process. The system will prompt the responsible officer with a deadline. It was noted 60% of reports are for repairs and that there is more work to do.	
5.4	Board commented that the vast majority of residents complain to their elected Councillors that they have reported something to THH and not had a response back; Board therefore suggested using a tracker system. HA responded that we are trying to get as much as possible on workflow and that we want to avoid receiving emails and encourage the use of online forms to enable easier tracking.	
5.5	ACTION: This to go to Customer Experience Task Force every 6 months to monitor. Demonstration of how the jobs came to us to be provided at CETF.	GO
5.6	Board suggested looking at front line staff and whether they are reflective of the community we serve. HA responded that we do try to reflect the community we serve and that we offer Language Line which offers a translation service. Board commented a part time front line Somali member of staff contracted for six hours is not enough for the community we serve.	
5.7	Board queried when Northgate task manager would be coming in, to which SS responded June 2020 but that there has been some slippage.	
5.8	ACTION: Customer Access Strategy action plan to be circulated to Board.	HA
5.9	<i>THH Board AGREED the Customer Access Strategy.</i>	
	<i>HA left the meeting at 6:30pm</i>	
6.	Business Plan	
6.1	HBD presented this item to the Committee. The report presented a working draft of the THH Business Plan for comment and Board's approval in advance of its submission to the Client by 31 st March 2020.	
6.2	HBD also sought delegated authority for future plans to be given to Chair and CE.	
6.3	Board queried how we feed in resident engagement to which HBD responded that there have been a number of things to encourage engagement particularly given we recognise it is a new plan. For example, Director led roadshows, conducting Kwest surveys, outreach type engagement via local mosques, schools and GP surgeries	

	and also online surveys.	
6.4	It was noted an analysis of who we engage with was carried out. Chair added that we have the Joint resident scrutiny meeting on Mon 24 Feb.	
6.5	Board queried staff satisfaction figure of 57% being quite low, to which DoF clarified that this figure is the net satisfaction and that this is calculated by the number of staff satisfied minus the number of staff not satisfied.	
6.6	ACTION: Actual staff satisfaction figures to be shared with Board.	DoBT
6.7	Board queried the topic around temporary accommodation to which DoN responded that this topic is back on the agenda as part of discussions around the Management Agreement. It was noted that there are approximately 2,500 properties; the proposal is that THH take them all and not just those on our estates. It was noted that these are at the very early stages of discussion.	
6.8	Board agreed that we should push to have them on our estates and particularly those out of the Borough and that there will be safeguarding issues associated with this area of work.	
6.9	Board queried how we managed to have a 51% reduction in calls concerning parking to which HoBD responded we created a one step process for application as opposed to several. DoN added that we made some simple changes and that there is still more to be had. It was noted when we move online, there is a further potential gaining to be made.	
6.10	Board commended the progress made in this area and suggested the lessons learned from this could be incorporated in another area of the business.	
6.11	Board queried LBTH's strategy and sustainability and commented by 2025, we will have electric cars to which HBD responded this area is a work in progress and that in terms of sustainability we are very much at the beginning of that journey. It was noted the resources needed to deliver this requires being looked at.	
6.12	It was noted that there will be a sustainability strategy as part of the Asset Management Taskforce.	
6.13	In regards to the 10% increase in residents' satisfaction with how ASB cases are handled, DoN clarified that this area is challenging to measure and that it covers all low and high level cases.	
6.14	On the management of leaseholder sub-lets, Board queried how we managed to get the increase in registration of subletting from 3.7% to 21% to which DoN responded we had a specific project relating to this. Suspected sublets were written to and we are building a process for residents to report. It was noted we do a refresh of data and write to tenants.	
6.15	It was noted the Council have a licensing scheme for Borough wide ALMO schemes and that these figures are all leasehold sublets. It was also noted we received some	

	of the data through conducting fire safety checks.	
6.16	In regards to Airbnb's, it was noted the Council have a specific project on this as it affects all London Boroughs. It was noted we have a clause on the lease and that we have had some success. It was also noted that this is a resources intensive area. It is wide spread and we are not unique in that. We are encouraging residents to contact us if they suspect anyone. It was noted part of the work is a preventative measure to bring awareness to residents that they cannot do it.	
6.17	<i>The THH Board AGREED to delegate authority for future amendments, including finalisation of deliverables and business critical indicators and targets to the Chair and Chief Executive, in negotiation with the Client.</i>	
7.	CE Report	
7.1	The CE presented this report to the Board. The report provided Board with an update from Neighbourhood Services, Asset Management and the Business Transformation division.	
7.2	With regards to leaseholder service charges, it was noted we currently have only nine blocks to invoice which is a very positive step forward. We have also billed £18m worth of invoices. It was noted the process has been reasonably positive in terms of feedback. Chair noted that this is a major milestone and commended the team.	
7.3	In regards to the Management Agreement, it was noted we have an internal group between our Executive Management team and the Client. We anticipate a signed off version from the Client for sign off by Friday which will then be reviewed by Trowers and Hamlin.	
7.4	Chair added that she has re-drafted the Memorandum and Articles of Association to be less beaucroatic and make the Board Director recruitment process simpler as the Client have agreed that it does not need to be an individual Mayoral decision.	
7.5	It was noted the addition of making it explicit that we can have virtual or electronic meetings and the introduction of fixed terms of appointments.	
7.6	Simon Hart's appointment as Leasehold Board Director was discussed and the benefits of having his fire safety expertise on the Board. Chair commented that she will suggest he Chair the Fire Safety meeting as a means to bring it closer to the Board.	
7.7	ACTION: Chair suggested that both the Asset Management and Customer Experience Taskforces should report to Board every 6 months, this should also apply to the Fire Safety meetings Group.	GO
7.8	ACTION: Minutes of the Fire Safety Group meeting to be uploaded onto Diligent and included in Board papers.	GO
7.9	Board queried how performance on long term voids is measured and what are the risks to which DoN reponded that this is a joint piece of work with hers and DoAM's team. It was noted new voids are turned around much more swiftly and that the	

	older ones are still on the system affecting the figures.	
7.10	DoAM added that one issue was asbestos and that these things do periodically come up. He added there was a period in the last six months where there was a high number of voids from the Buy Back Scheme.	
7.11	Board queried how we prioritise measures and whether there is a plan to rationalise them to which Chair clarified there are three levels of performance indicators. There are ones monitored and set by the Council and the rest are set by us. Another level where the residents panel set for tenant satisfaction and that these will be reviewed in March.	
7.12	It was noted the majority have gone up compared to previous years and that these are a key suite. The ambition is to get them all into green. It was noted some of the targets may have been set too high for example, Right First Time, there a different way between the way we measure it and the way the industry measure it.	
7.13	Although our performance does need to improve, it needs to be realistic. We have had a better escalation process, these are the important indicators but we need to review targets. It was noted we need to keep an eye on those BCI's. Board suggested we need to forward think. It was noted the Consumer Standards directives will also help THH monitor performance.	
7.14	<i>THH Board AGREED Simon Hart's appointment to the Board and NOTED the CE Report</i>	
8.	Towards a New Resident Engagement Strategy	
	<i>GH entered the meeting at 7.20pm</i>	
8.1	GH presented this item to the Board. In January 2020, during a Board Discussion session, members expressed concerns over the longevity of TRAs as a key form of resident engagement and the implications for resident engagement in the event a TRAs ceasing to operate. THH has been working on increasing the range of resident engagement for some time to ensure we extend the reach of resident engagement. The report outlined our planned refresh of our engagement strategy which will help us ensure all residents, including members of former TRAs, continue to have access to mechanisms to have their voices heard. The report also provided an overview of the scale of Tenant and Resident Associations currently in operation.	
8.2	The report illustrated some examples of the levels of engagement and the fact that THH recognise from the findings in the Green Social Housing paper the importance of resident engagement.	
8.3	Board commented it can be challenging to engage residents and whether there is an interim solution? They also suggested THH lead the engagement and create a Task and Finish group for example for the works about to go on on the Boundary estate.	
8.4	Board commented previously there have been issues around TRA's reflecting the estate they lived on, to which HoBD responded we do have a clause in the Terms of Reference but this has been challenging.	
8.5	Board suggested supporting the diversity by finding a theme but being careful not to	

	control or lead it. Board also suggested there being terms much like the THH Board have.	
8.6	Board queried whether the strategy integrates with the Customer Access Strategy to which GH responded it would align with the Customer Access Strategy.	
8.7	<i>THH Board NOTED the proposed priorities for THH's refreshed Resident Engagement Strategy.</i>	
	<i>GH left the meeting at 7.30pm.</i>	

**Actions Log: Open minutes of THH board
20 February 2020 6.10pm – 7.30pm**

Item	Action	Who	Due	Status
5.5	This to go to CETF every 6 months to monitor. Demonstration of how the jobs came to us to be provided at CETF	GO		Completed
5.8	Customer Access Strategy action plan to be circulated to Board	HA		Completed
6.7	Actual staff satisfaction figures to be shared with Board	DoBT		Completed
7.8	Chair noted that both the Asset Management and Customer Experience Taskforces should report to Board every 6 months, this should also apply to the Fire Safety meetings Group.	DoAM/DoN/GO		On Board forward plan
7.9	Minutes of the Fire Safety Group meeting to be uploaded onto Diligent and included in Board papers.	GO		Completed - The group met in January for a site visit. The meeting scheduled for April was postponed.

Chair

Date

Item number/name	Action/Committee Member comments	From	THH response	Board's Response
	Typo in 'recommendation' box of the report, it should say that Board Directors note and endorse the decisions and actions taken by EMT in the immediate aftermath of the Prime Minister's lockdown speech of 23 rd March, not 23 rd April 2020.	Andrew	Error corrected in report, it should read 23 rd March 2020.	
	Would be helpful to have some staff stats on how many self-isolating for 12 weeks/2 weeks/WFH/off sick/onsite etc. and trends since lockdown. Is it likely anyone will be furloughed?	Claire	The Government guidance is that they do not expect publically funded organisations to utilise furloughing, as our income stream (in the form of the management fee) is unlikely to be affected. As a consequence there are no plans to use furlough at the present time. Some housing associations are using furlough as their income comes directly from residents rather than routing through the local authority. Note this position has changed - see CE report	
	Suitability of homeworking environment. Is DSE assessment in place? Questionnaire feasible?	Andrew	We have an online DSE assessment tool which not only covers office environments but also working from home, it includes specific home working related questions and gives guidance on how staff can 'make the best' of not ideal circumstances. I'll get numbers of those who have completed it.	
	Is PPE something we as a Board should know more about – ie when it is necessary for day to day activity? What is the availability? What is our stance on staff using their own (could be more at risk if it does not meet minimum standards?). As we know, PPE tends to be a key risk both in terms of reputation and industrial relations at the moment.	Claire	Detailed guidance given on when PPE is required, by whom and its type. I would not, unless it was discussed and agreed in advance, want staff wearing their own, if it is necessary we have a legal obligation to supply it.	
	Has consideration been made to understanding the impact to the wider supply chain? If there are significant impacts to this, what are the next steps to ensure optimising the repairs service and any other service?	Nikesh	Mears main supplier is Buildbase and they are co-located in Buildbase depot, so general build items are in plentiful supply at present, certainly enough to maintain emergency repairs for the foreseeable. Likewise, routine gas repairs are proceeding as normal, with no immediate or anticipated problem.	
	It is important that those employees who are performing over and beyond their normal duties are recognised as a minimum. I just want to reiterate that this is happening so that there is a motivated workforce during these testing times.	Nikesh	I agree that it is important that staff feel valued, and recognised for the extra effort many are having to make. EMT and senior managers are visiting caretaker teams regularly in order to express thanks and to hear their views. Flexibility with work times have been granted and 3.5 hours per week allowed for their shopping etc. at a time they choose.	
	Are viewings done by video call? (This is a recommendation of the Regulator for Social Housing).	Claire	Staff have been involved in reviewing risk assessments to include steps to reduce 'social contact' (waiting outside the property during the viewing and using a screened counter service at Albert Jacobs House, for example). The sign up interview is mostly completed over the phone. Viewings are only taking place where there is an urgent need to rehouse an applicant permanently and bedsits, 1 bed and 2 bed voids are being used as Non Secure Tenancies in response to current procurement limitations; the need to move households out of hostels ; meeting housing needs of households evicted from other temporary accommodation and hospital discharges. We recently experienced difficulties securing hotel or B&B bookings for a family that needed to be temporarily rehoused following a fire in their home. This was due to accommodation being prioritised for key workers and some establishments being closed during the COVID-19 lock down period. 5 voids are being prepared for emergency temporary rehousing for THH residents.	
THH's response to Covid-19	Are we co-ordinating efforts with local mutual aid groups? I have joined the Locksley Group (as has Asma). Run by the TRA Chair. I do worry about safeguarding though with some of the larger groups (ie Tower Hamlets mutual aid facebook page with 2000+ members - for example, people giving names and addresses of people who are vulnerable/isolated).	Claire	We at THH have not directly engaged with the Covid19 Mutual Aid Groups either at the local or boroughwide level, as these are very loose groups with no safeguards in place to protect elderly and vulnerable groups. This is the case for the council as well who also took the decision not to promote or directly engage the groups. We have promoted the Financial Health Centre services on their Facebook pages and equally the council have also promoted their offer/services. Our efforts have focused on setting up and co-ordinating support through the 2 hubs that we helped set-up at Neighbours in Poplar at the St.Mathias Centre, which went live 4 weeks ago and St. Hilda's Community Centre which went live 10 days ago. A third Hub has just gone live today at the Darul Ummah Centre in Shadwell. We have also been working closely with the council as part of the Community Mobilisation Group, to co-ordinate and get support to residents. Through this group, the Tower Hamlets Volunteer Centre have recruited over 1500 resident volunteers, and vetted them, many of whom are supporting covid19 efforts within the council and in third sector organisations as well as the hubs we helped set-up.	The THH Board noted and endorsed the decisions and actions taken by EMT in the immediate aftermath of the Prime Minister's lockdown speech of 23 rd March 2020.

	<p>Have we any initial feel for the impact on THH finances of the COVID-19 actions and ongoing actions? Has there been any discussions with LBTH of how costs will be managed (reimbursed?).</p>	Andrew	<p>In terms of THH finances, the impact primarily falls into two categories, purchasing equipment and licences to enable remote working and agency cover for essential services where permanent staff are absent (i.e. sickness cover). There are a number of other areas where THH is impacted, but these are funded directly through Council budgets, for example, purchasing of PPE (a delegated budget), or the impact of major works sites having to be closed, but secured (impact on HRA Capital). Purchase of equipment and licences is likely to cost the organisation somewhere in the region of £25k, based on the assumption that this lasts a total of approximately 3 months. As the lockdown continues these costs will increase. Agency cover for front line (primarily Environmental Services) is currently in the region of £2k per week, as such, we're anticipating a cost in the region of £25k over the same period. The impact on the delegated and capital budgets are likely to be more significant. We have already seen c£40k in costs associated with extra PPE, however, income collection and major works sites standing idle are likely to have a significant impact. Discussions with our main contractor indicate they're anticipating extra costs of approximately £1m if this "lockdown" is for a 3 month period (to the end of June). There are contractual discussions to be had to determine whether the responsibility for those costs falls to the contractor or the client. In terms of income collection, whilst it is too early to project the impact based on our own experience, we are aware that some RPs are suggesting allowing a 3-5% provision for bad debt. In the HRA, following a similar pattern would lead to a further £4-5m impact (taking into account all HRA income). At this point there hasn't been any conversation with LBTH around reimbursement of extra costs incurred by THH on management fee budgets. This will be explored in time. The significant impact on the HRA is felt directly on the Council's side, but THH are in regular communication with the Council's finance team on this, including in assisting in completion of monthly government returns. If additional government resources are forthcoming then the overall cost to the HRA will reduce.</p>	
	<p>How are asb charges portioned between leaseholders and tenants?</p>	Andrew	<p>In short, this is split proportionately between the tenants and leaseholders, so the split currently is 48% is charged to leaseholders, 52% to tenants.</p>	
	<p>No explanation sent with estimated charges; how does this tally with being transparent re: review. Not everyone looks on website.</p>		<p>The standard leaflet "Your bill explained" accompanied the service charge estimates as normal. A separate flyer highlighting the ASB service was designed, and the intention was that this would also accompany the estimates. Unfortunately there was an issue with the printing of this document, meaning only a small number were printed, and as such, this wasn't sent out although it is on the website.</p>	
	<p>What stats have we got (vfm) for increase?</p>	Pam	<p>The business case to the Council for extending the ASB prevention work with the police funded from the HRA included the ASB team alongside the Police and LBTH being shortlisted for the LGC Partnership awards in March 2019 and an overall reduction of 7% in reports of ASB</p>	
	<p>THCH and other RPs have now put these charges as service charge items on tenants rent statements. Have we done the same and if not why?</p>	Pam	<p>It is intended that the ASB service charge will be separately identified on tenants' rent accounts from September 2020, in line with the half year charge to leaseholders in 2020/21.</p>	
Repairs Re-Procurement	<p>What's the timeline on this?</p>	John	<p>Our proposed approach therefore is to carry out some research (over the coming weeks), on the third party frameworks to assess the appetite for procuring our requirement. If we can proceed then we will (after securing necessary approvals). If however there is little appetite amongst providers, we will seek to work with our existing provider and maintain continuity of service until the current issues diminish. The Mayor recently approved revised LBTH procurement procedures which support the extension of existing contracts during the current climate.</p>	<p>The THH Board noted and approved the revised procurement strategy being taken for the Repairs and Maintenance Contracts to maintain continuity of service during and after COVID-19.</p>
	<p>Agree with recommendation as cannot see any viable alternative option but would like to know the implications for leaseholders as detailed in 5.5</p>	Claire	<p>To follow</p>	
Compliance	<p>How can we be assured that all contractors going into resident's homes have access to adequate PPE of the right standard? As we know even the NHS are struggling to access adequate amounts of the right PPE.</p>	Claire	<p>Mears have assured us they have no current issues in terms of PPE supply. Their revised risk assessments and method statements have been reviewed and are in line with PHE guidance.</p>	<p>The THH Board noted the contents of the Compliance Report</p>
	<p>Surprised that losing that high capability in the organisation would result in a fairly low impact. Can this be elaborated on please? (p25 on Diligent)</p>	Nikesh	<p>Ref: ORR-THH03 – Loss of experienced and knowledgeable staff – The scores shown are the 'controlled risk' scores, with the applied control measures in place to mitigate the original, uncontrolled risk.</p>	
	<p>GDPR data – is this training compulsory? How many more staff still to be trained?</p>	Claire	<p>This training is required for all office-based staff processing personally identifiable information. Almost 200 staff have been trained and the training records are being loaded to the new Learning Management system, at which point it will be possible to identify how many more staff need to complete the training, which will be delivered via the LMS.</p>	

Operational Risk Register	What is the industry standard for % of properties sampled for asbestos if we are below it? What are the reasons for the difficulty with Mears agreeing the Asbestos management plan?	Claire	Historically the HSE would accept larger housing providers undertaking 10% surveys and the extrapolating the results across their stock portfolio. This is no longer the case and the HSE would expect us to have or be working towards full information.	The THH Board reviewed and approved the Operational Risk Register.
	Are we able to procure a new water risk assessment contractor in the current climate?	Claire	In the current climate there is uncertainty with the market. Many providers are focussing on the health and safety of their staff and delivery of existing commitments as opposed to new opportunities. That said, with the water hygiene contract, which expires in Jan 21, there is still time to procure if the market is interested. With a contract of this size/ nature, we would normally procure this via an existing 3 rd party framework which normally takes around 4 months (not including any internal approvals).	
	We should discuss lack of domestic programme. Have we informed LBTH? Should regulator be informed?	Andrew	To address the risk of domestic abuse during lockdown, Neighbourhoods have coordinated a plan to contact all live cases to ascertain whether extra support or guidance is needed during this period. Where possible, housing officers who are familiar with the resident will be making the call and they will be using a script which accounts for the possibility that the perpetrator could be listening in. There is also a plan to include information on the domestic abuse services still open and available in the borough in a newsletter to all residents, as well as on the website. We have been working closely with the VAWG team at LBTH to ensure that the MARAC is still working effectively and to share information. It has been noted that across the services there has been a decrease in referrals as some residents may be struggling to access or may not be aware of the services available during lockdown. This makes the sharing and publication of information even more important so that residents are aware that they can access the support they need now to avoid a huge surge in the use of services as soon as lockdown ends.	
	Need to be mindful of health information of staff/residents in the current climate unless it is clearly necessary to protect others. Any info shared should be in line with privacy notices and data sharing agreements with contractors, Council, TRAs, partners etc.	Claire	To follow	
	If an estate within proximity of terrorist incident, what info are Police likely to need if it is essentially a locked down or infiltrated (siege incident) by terrorists? Has this been discussed with Police?	Andrew	Police have confirmed that any request for info will be based on the type and scale of any incident and that often these things move at a quick pace. If firearms were involved there may be a request for floorplans or a list of residents, and also if there was any local intelligence that we may hold that could be of use to the police.	
	Does Covid present bigger risks of delay/cancelled DD? Do we need agreed steps to assess whether payment delays are for genuinely good reasons? There is a risk that there will be abuse of the situation?	Andrew	Whilst it is too early to complete an assessment of the financial impact of Covid-19, we are experiencing reductions in payments, increases in Universal Credit claims and some Direct Debit payers cancelling this method of payment with their banks. The Rents team are prioritising management of calls from concerned residents and contacting tenants in arrears to ensure support is offered and referrals to partner agencies for help with maximising income and welfare advice is in place. The team is also making referrals to charities, Foodbanks and other local voluntary groups to help those with no food or access to money.	
	Similar to rent, there is a need for agreed process to assess COVID-19 is the genuine reason for any delay in payment attributed to it.	Andrew	Following government changes to enforcement legislation to suspend new evictions and no new possession proceedings (applications to the court) from 18th March until 25th June Officers are currently focussing on contacts that do not involve legal action and are dealing with a range of circumstances, including residents who had previously made regular payments and those who had made irregular payments or no payments at all. All residents are being advised, in line with Local Authority COVID guidance for landlords and tenants, that "Tenants will be supported and encouraged to continue to pay their rent as they need to be complying with the terms of their tenancy agreement". We understand that residents will be concerned about the impact due to Coronavirus; we are committed to supporting residents who may be affected and will assist with referrals for financial support. These will be conducted via telephone appointments; we will help residents to access housing payments/Universal Credit and we will help residents to make affordable repayment arrangements.	
	Higher risk of domestic abuse in lockdown. Are any extra steps feasible?	Andrew	To address the risk of domestic abuse during lockdown, Neighbourhoods have coordinated a plan to contact all live cases to ascertain whether extra support or guidance is needed during this period. Where possible, housing officers who are familiar with the resident will be making the call and they will be using a script which accounts for the possibility that the perpetrator could be listening in. There is also a plan to include information on the domestic abuse services still open and available in the borough in a newsletter to all residents, as well as on the website. We have been working closely with the VAWG team at LBTH to ensure that the MARAC is still working effectively and to share information. It has been noted that across the services there has been a decrease in referrals as some residents may be struggling to access or may not be aware of the services available during lockdown. This makes the sharing and publication of information even more important so that residents are aware that they can access the support they need now to avoid a huge surge in the use of services as soon as lockdown ends.	
	Higher risk of cyber-crime has been reported. Are any extra measures in place? I realise there are limits to what is feasible.	Andrew	We are reviewing the recent guidance from the National Cyber Security Centre and staff are being reminded of previous advice to be wary of unsolicited documents, links etc. Email systems have a spam filter which scans incoming email to identify and quarantine messages which appear suspicious and the corporate network blocks access to specific categories of web addresses.	

<p>Has the Government furlough been considered for absence mitigation during COVID-19? Can this apply to an ALMO?</p>	<p>Nikesh</p>	<p>The Government guidance is that they do not expect publically funded organisations to utilise furloughing, as our income stream (in the form of the management fee) is unlikely to be affected. As a consequence there are no plans to use furlough at the present time. Some housing associations are using furlough as their income comes directly from residents rather than routing through the local authority. Note this position has subsequently moved on - see CE report</p>
<p>Thank you for initial COVID-19 comms to all residents. Is there a plan for ongoing comms going forward with residents and TRAs?</p>	<p>Claire</p>	<p>Yes we have a draft communications plan. While we are already using it as a framework for our communications, it has yet to be signed off by SMT. Its objectives are to minimise the health impact of the current outbreak and potential future pandemic; minimise the impact of a pandemic on residents; minimise the impact of the pandemic on our income; explain how we are managing resources to meet the response needs and to maintain essential services and provide robust guidance and information for the residents. As well as instil and maintain public trust and confidence and facilitate recovery and the return to normality.</p>
<p>Are there any key suppliers showing possible signs of collapse given extra COVID 19 pressure and if so have any contingency plans been commenced?</p>	<p>Andrew</p>	<p>No suppliers have sought any Covid-19 relief, at this stage. We are undertaking financial checks on main suppliers however we don't have any knowledge that indicates our Contractors are showing these signs at this stage. We have also sought advice from our Solicitors and we are seeking further advice on the best strategy to plan for and implement the Cabinet Office advice on PCA COVID-19 relief payments - should this be required.</p>

Board Members Present

Ann Lucas (Chair)
 Andrew Bond (Independent Board Member)
 Nikesh Shah (Independent Board Member)
 Safia Jama (Independent Board Member)
 Claire Tuffin (Resident Board Member)
 Mahbub Anam (Resident Board Member)
 Cllr John Pierce (Cllr Board Member)
 Cllr Asma Islam (Cllr Board Member)
 Cllr Sabina Akhtar (Cllr Board Member)
 Cllr Tarik Khan (Cllr Board Member)
 Pam Haluwa (Co-Optee to the Remuneration & Governance Committee)
 Iain Lawson (Co-Optee to the Finance & Audit Committee)
 Helen Charles (Co-Optee to the Governance & Remuneration Committee)

THH Officers present

Susmita Sen (CE)
 Paul Davey (Director of Business Transformation)
 Neil Isaac (Interim Director of Finance)
 Will Manning (Director of Asset Management)
 Ann Otesanya (Director of Neighbourhoods)
 Steve Phillpott (Head of People's Services)
 Sameena Raouf (Governance Officer)

**Joint Working Group On Fire Safety
Tuesday 08 October 2019**



Minutes and Actions

Attendees

Members	Role
Simon Hart (SH)	Residents' Panel Representative (Chair)
James Wilson (JW)	Residents' Panel Representative
Phil Sedlar (PS)	SDG Representative
Margaret Cox (MC)	SDG Representative
Jane Hartley (JH)	Federation of TRAs
Gerry Matthews (GM)	Federation of TRAs
Kay Ballard (KB)	Federation of TRAs
Iain Lawson (IL)	THH Board Member
Pam Haluwa (PH)	THH Board Member
THH Staff	
Gulam Hussain (GH)	Scrutiny & Feedback Manager
Abdul Hassan (AH)	Business Development Support Officer
Will Manning (WM)	Director Asset Management
Chris Basford (CB)	Business Analysis Manager (Property)
Marzena Odzimek	Business Information Officer
Geoff Ward (GW)	Investment Planning Team Manager
Lisa McCann (LM)	Team Leader (Fire Safety)
Nicholas Spenceley (NS)	Head of Environmental Services

Actions	Action Owner	Status/ Date
ACTION: Add number of actions identified and completed around Dry risers and Smoke dispersion compliance on section 12 and 13 of the Fire Safety Dashboard.	CB	
ACTION: Include Fire Safety Visits on Dashboard.	CB/LM	
ACTION: Look at whether data in the dashboard can be benchmarked with other housing organisations.	GH	
ACTION: Provide numbers of fire doors fitted from October 2019 – January 2020 at the next meeting.	CB	
ACTION: Include price comparisons for new fire doors with those used previously at the next meeting.	RH/AO	
ACTION: Provide update at the next meeting on forward funding for fire doors for leaseholders.	LM	
ACTION: Check policy on BBQ's, and confirm if they are allowed in gardens of residents including ground floor flats and maisonettes.		

ACTION: Arrange visit with the group to an estate or block currently undergoing major works or any kind of fire safety works.	WM	
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Item No	Description	Action	Status/ Date
1.	Introduction and Welcome		
1.1	Apologies received from, Ann Otesanya (Director of Neighbourhoods), Tony Lewis (Strategic Advisor) and Paul Davey (Director of Business Transformation) SH welcomed members and proceeded to open the meeting.		

2.	Minutes and matters arising		
2.1	SH asked for update on actions raised at the last meeting. All items were listed on the agenda. Papers and reports were provided for some items in advance of the meeting for the group to review. WM provided an overview of documents on the agenda pack relating to each action point and agenda item. GH stated he will be providing verbal update on behalf of AO regarding LBTH discussion on forward funding doors for resident leaseholders.		
2.2	No comments were sent through regarding fire safety management framework.		
2.3	LM met with GM regarding obstruction caused by a parking space in front of a drop curb. The process is underway to get this space removed. The team were not aware of the space or how it was initially put in.		
2.4	SH asked the group to review minutes and agree. No further comments were provided at this time.		

3.	Fire Safety Dashboard		
3.1	CB provided overview on the Fire safety dashboard with updated figures. The dashboard now included all the feedback provided by the group at the last meeting. There was some confusion around what information was specifically required on Front entrance doors		

	so this section has not been reported on for this meeting but will be revisited for future meetings.		
3.2	CB explained that the dashboard now includes actual figures. Members were directed to the short accompanying report which included an explanation for each of the measures reported.		
3.3	WM provided an update on the Cranbrook estate and highlighted that the fire break panels protecting staircases in properties did not meet the required specification/standard of 1 hour. At the time of the initial FRA it was agreed these can be part of the major works carried out to these blocks. Since then, Savills have come back to say these works cannot wait and will need to be done soon. WM stated that THH are now the process of design for these panels and this will go into the capital works programme at the earliest available stage.		
3.4	CB proceeded to run through and covered a section on recommended actions from London Fire brigade. PH raised questions as to what the time limits are to action these recommendations. CB and WM stated it is 28 days however there can be exceptional circumstances such as, needing to acquire a parking space to create separate bin storage areas which may require more time. There is room for negotiation around the timescale.		
3.5	CB highlighted that it was not easy to capture and report on correspondence received from residents relating to issues of fire safety. There is very limited correspondence coming through on this area and work is needed to capture this through the Housing Service Centre. The majority relate to routine queries. WM added that we don't have any major concerns coming to us in writing most are just queries around FRAs etc. GH also added that there have not been any complaints or members enquiries around this either.		
3.6	SH clarified that the request was driven by the findings that communication from residents was going missing or being ignored in regards to Grenfell Tower. CB agreed that this would be explored further.		
3.7	JH asked if the fire safety visits be included on to the dashboard so the group can continue to monitor this figure. CB agreed to liaise with LM and get this data added on to the dashboard. ACTION: Include Fire Safety Visits on Dashboard.	CB/LM	
3.8	CB mentioned there is a programme around changing front entrance doors which is due to get underway. This will consist of		

	changing doors to 491 tenanted properties across 50 blocks all across the borough. CB mentioned he will work to have more information for the measure reported on the fire safety dashboard and try to split the reporting based on tenure.		
3.8	CB also touched on section 12 and 13 which was requested by the group additionally.		
3.9	JW mentioned perhaps this section could also include the number of actions identified following inspections and the number completed. This would help to provide better insight into performance. ACTION: Add number of actions identified and completed around Dry risers and Smoke dispersion compliance on section 12 and 13 of the Fire Safety Dashboard.	CB	
3.10	The group queried if there could be some benchmarking information provided to lend some context into how well THH is performing. WM advised this would need to be taken back and explored. ACTION: Look at whether data in the dashboard can be benchmarked with other housing organisations.	GH	

4. Fire Door Lab Reports			
4.1	WM introduced topic providing brief overview. Lab reports unfortunately cannot be shared as they commercially sensitive and THH has signed a non-disclosure agreement not to share the lab reports.		
4.2	CB took the group through the report from the agenda pack on behalf of Ben Campbell. He outlined the steps and processes undertaken to find a suitable supplier who could comply with all requests for lab reports and testing documents.		
4.3	CB provided an update on item 2.6 regarding Gerda no longer being considered. Gerda had subsequently come back with relevant papers and certification. The THH health and safety Team have vetted and approved this supplier so they can also be recommended to contractors.		
4.4	CB highlighted that the team have worked into providing options and a range of styles for residents. This also allows THH to take into consideration the architecture and conservation needs of the local area.		

4.5	<p>CB stated prices of the doors range from £940 - £1800 depending on the style. Information is also provided in report around installation and standards over the lifetime of the contract. There will be on going monitoring arrangements to ensure certification is valid. THH have instructed contractors not to install any doors which do not have paperwork.</p>		
4.6	<p>CB stated there will be a third party accreditation used for quality assurance for testing and inspection of the installation. This will be reviewed on an annual basis. Checks will be made to ensure accreditation scheme is still approved by the government.</p>		
4.7	<p>PS asked when the doors will start to be fitted and if we will be in a position to know by next meeting how many doors have been fitted. WM and CB stated door fittings are due to be underway and an update on numbers installed can be provided at the next meeting.</p>		
4.8	<p>ACTION: Provide numbers of fire doors fitted from October 2019 – January 2020 at the next meeting.</p>	CB	
4.9	<p>PS also asked how long the programme is expected to take in terms of changing doors. CB stated current programme of 500 doors is projected to run till June 2020. WM also added that a door programme with an unknown quantity will continue with the capital programme until THH finish every block in the borough and replace all doors where needed.</p>		
4.10	<p>PS asked if THH will be starting off with tenants as the presumption is would be easier to carry out. WM stated the plan is that the door sets will be installed as per the Capital Programme.</p>		
4.11	<p>IL asked what the design life of the new doors will be and how the price compares to the doors being used previously.</p>		
4.11	<p>WM stated that design life is for the doors to last 20 – 30 years. This is subject to factors such as block location, floor vs street level. This is also dependent on the type of door selected. In terms of price comparisons WM agreed to comeback with this data at the next meeting.</p> <p>ACTION: Include price comparisons for new fire doors with those used previously at the next meeting.</p>	WM	
4.12	<p>PH asked if it is the contractor who will be choosing the doors and what the process is if there is consultation with residents on the choice of doors. WM stated it's not quite as clear cut. THH would discuss with the contractor which of the 4 agreed doors is suitable for a scheme. This is not at the discretion of the contractor. PH queried whether doors already replaced as part of the capital works programme would need changing. WM stated that the recent doors installed should meet regulations. Manse Master Doors installed across 538 properties in the borough would need to be replaced.</p>		

4.13	MC raised a question around blocks not receiving major works and asked what the process will be for replacing those doors. WM stated those blocks will fall into the capital works programme. Some blocks will only receive fire safety works specifically. Every building will have had attention as directed by the Fire risk assessments carried out.		
4.14	Several members of the group raised questions around the price of the door and how the payment process would work for leaseholders. WM stated THH would recommend the door and the contractor but the transaction will take place between the Leaseholder and the contractor. The price is agreed by THH as stated previously, which was £939 - £1823 depending on the style.		
4.15	JH highlighted that in some instances leaseholders entering private arrangements were being charged more. JH asked that the group look at how THH can better encourage the take up for doors whilst the issue of funding is resolved.		

5.	Accommodating Accessibility Needs Residents		
5.1	WM proceeded to provide overview an update to the group on how THH considers accessibility needs.		
5.2	PS asked how the fire brigade would be made aware of vulnerabilities whilst attending an emergency. WM stated LFB will have information on their systems but may not always be able to access this information in the time of an emergency. AH reiterated what the borough commander had mentioned in previous meeting that when there is an emergency the LFB will try their best to access all information at hand. However they encourage residents at the time of reporting to share as much information as possible including any knowledge of neighbours with accessibility needs.		
5.3	PS asked about people with oxygen canisters in their property. LM stated it the responsibility of the supplier to provide this information to the LFB. WM stated that LFB do have some information on residents but how it used is out of THH's control.		

6.	Forward Funding Fire Door Resident Leaseholders		
6.1	<p>GH provided update on behalf of AO. AO recently met with the Council and the issue that has been raised. As the door is the responsibility of the leaseholder THH is unable to replace it and recharge the costs through the normal route used for Major Works billing. To do so would amount to providing a loan and this may require THH to be regulated by the Financial Conduct Authority as a lender. The Council would also need to consider its ability to forward fund the cost for all doors. THH and the Council are continuing to discuss this area and understand what regulatory frameworks may apply to make this possible.</p>		
6.2	<p>JH queried that as the new doors would require the frame to be also replaced, could THH use enforcement powers given the establishment of tribunal decisions deciding that frames form part of the structure.</p> <p>GH advised that this could be taken back and further advice may be needed from legal experts to determine whether this would materially change the situation.</p> <p>Further updates to follow once we know the councils position.</p> <p>ACTION: Provide update for next meeting around forward funding for fire doors resident leaseholders.</p>	RH/AO	

7.	Fire Safety Check and Caretaker Roles		
7.1	<p>NS provided overview on the caretaker roles and duties in terms of fire safety checks. There are 150 caretakers across estates; they report repairs, remove bulk items and keeping blocks clear objects.</p>		
7.2	<p>The caretaker's role was further reviewed recently and the decision was taken to add more duties around fire safety. Caretakers will carry out monthly check each month. This roughly works out to 6 blocks per caretaker. Training was provided to all caretakers in conjunction with our Health and Safety. The paper provides general outline of what is reported.</p>		
7.3	<p>KB queried how many of the 150 caretakers were temporary agency staff. NS clarified that at present this was around 20. It is easier to recruit in batches and therefore the service waits to commence permanent recruitment until there are a few vacancies.</p>		


7.4	<p>LM provided update on the role of the fire safety team for THH. The fire safety team for the first year visited all properties with 6-9 storeys. The team are accessing every property and addressing fire safety behind the front door. This includes leaseholder and tenants. The visit includes checks on smoke detectors, fire doors, unauthorised alterations and other hazards. Leaseholders without smoke detectors are referred to the LFB to obtain free ones. The team also checks private balconies of residents and have found many instances of residents storing highly combustible items such as plugged in appliances. The team also clear blocks of objects and work closely with the housing officers and the caretaking team to ensure residents have a clean a safe environment to live in. The fire team also identify cases of vulnerability and mobility and report directly to support services.</p>		
7.5	<p>LM provided some numbers to reflect some of the work of the fire safety team. The team has worked closely with the voids team and has helped return 5 properties to be let out to families waiting for housing. The team has completed over 5000 visits across 118 blocks. Out of the 5000 visits the team have accessed 4782 properties. Those that have not been accessed have been written to and where necessary will be subject to enforcement action to facilitate access. The team have identified 89 residents with hoarding tendencies and 721 vulnerable residents have been referred to get extra support services. 459 Leaseholders have been referred to LFB to fit smoke or heat detectors. 396 repair works ordered have been raised to fit or repair faulty smoke detectors in tenanted properties. The team have identified 61 cases of Air BnB's. 61 cases of alterations have been identified causing fire risks. 28 properties are being investigated by the fraud team as there is suspicion of illegal subletting. 491 HMO (houses with multiple occupations) have been reported to the council to check whether they have relevant licencing.</p> <p>The team have since returned to the 10 storeys and above to ensure they have received the same full fire safety team service. There are 9 blocks left to cover and then the team will move onto ground to 5 floors.</p>		
7.6	<p>KB enquired about tenants or residents having BBQ's in their gardens ground floor properties and if this is still allowed. LM to check this and comeback to the group.</p> <p>ACTION: To check if BBQ's are allowed in gardens of residents including ground floor flats and maisonettes.</p>	LM	
7.7	<p>JH asked a question around the training for caretakers and if whether the group could have a copy of the checklist. NS provided a copy of the checklist. This will also be sent out along with minutes. JH asked how much and what type of training what do caretakers get. NS stated caretakers report repairs on a daily basis which is done by calling directly through to our Housing service</p>		

7.8	<p>centres. In terms of training there have been workshops with teams and team leaders. Training consisted of briefings on general fire safety. There were visits to the blocks and caretakers were taken through what needs to be done exactly.</p> <p>PS raised a question around Guy Fawke's night and if there will be any measures put in place to prevent people setting alight bins etc. NS stated that there will be some additional measures. From around the 29th October there will be additional bulk waste removal. There is part of a wider planned response to minimise the risk of fires on our estates.</p>		
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8. Review of Terms of References			
8.1	<p>GH provided an overview on the document shared in the agenda pack. The document sets out the standards agreed by the group. In line with the Terms of Reference, the group is required to review its work after a year. All the standards so far have been followed and actions completed. One item that had not been agreed was that of the Vice chair to be drawn from the THH Board. PH has now been named Vice Chair. GH asked if there are questions from the group.</p>		
8.2	<p>WM asked group if they had any more ideas on things the group would like to work with THH. WM stressed that the group is more about joint working and less about scrutiny.</p>		

9.	9. Items for future meetings		
9.1	<p>SH asked the group for suggestions around future meetings. JH mentioned about the Grenfell report will be coming out if the group can look into aspects of this report and the THH response. Retro-fitting of sprinklers is an area which also could be looked at. Something around options available and what other organisations are doing.</p>		
9.2	<p>MC asked if there is something we can do a bit more practical possibly around doors as there has been at of discussion on doors.</p> <p>SH/JH suggested some work is undertaken looking at the replacement of doors (communication for residents). JW suggested the group going out visiting some blocks that are having major works see some before and after sort of thing. WM asked if the group feels it will be value to the group if a bus tour was arranged around the estate. The group feel this would be a good idea.</p> <p>ACTION: Arrange visit with the group to an estate or block currently undergoing major works or any kind of fire safety works.</p>	WM	

9.	Dates of meetings for next year.		
	TBC		

<p>Board of Directors</p> <p>21st May 2020</p>	
<p>Report authorised by: Susmita Sen - CEO</p> <p>Report Author: Paul Davey – Director of Business Transformation</p>	<p>Report type:</p> <p>For information and decision</p>
<p>Title: CEO Report</p>	

1. Introduction

This report provides the Board with an update on the Capital Programme, our ongoing preparation for some office based work for those that need it in line with some relaxation in the government’s lockdown position, our plans regarding the furlough scheme, a potential opportunity to bid for parts of the LBTH youth services provision to expand our youth ASB intervention, a brief update on PPE and MyTHH and a summary of our year-end performance.

<p>2. Recommendation</p> <p>2.1 That Board Directors note the contents of this report</p> <p>2.2 That Board note and endorse the option in 6.4 to explore the merits of bidding for parts of the LBTH in-house youth provision to expand our targeted youth ASB intervention and diversionary work.</p>
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3. Capital Programme Update

The Capital Delivery Team have been finalising the end of year position and have finished the year on a positive note.

End of year resident satisfaction with capital works was the highest it has ever been, with 92.7% of residents saying they were satisfied with the overall experience of the works.

The team have met their end of year forecast, with a circa £25.4m investment being achieved.

The team have also completed a significant amount of fire safety works to our blocks which has resulted in the fire-risk rating of 25 blocks that have had new Fire Risk Assessments being lowered.

The current position regarding capital programme sites is that there are now only 20 partially open. Of those, 14 are Mulalley sites. Three are with our contractor GEM who are undertaking specialist heating and water mains works, two are Mear's sites overseeing some fire safety works and one is with Wates. All sites are working to restricted operation procedures.

Additionally, we are undertaking a full review of what the Capital Delivery team are able to safely deliver during 2020/21, as we calculate the impact of COVID-19 whilst also responding to any changes in government advice regarding fire safety in our blocks to ensure that we continue to do the utmost to keep residents safe.

4. Recovery Plan

The government announced on Sunday 10th May that some lockdown rules will be relaxed from the 13th May. This will be in a series of steps as the pandemic progresses, with each step being dependent upon sustained falls in the numbers of cases and new infections and the R number remaining below 1.

Broadly speaking the government advice is that for the foreseeable future, workers should continue to work from home rather than their normal physical workplace wherever possible in order to help minimise the number of social contacts. However, workers who cannot work from home should travel to work if their workplace is open and as soon as practicable, workplaces should follow the new "COVID-19 Secure" guidelines.

Consideration is therefore being given to those staff needed be on-site; for example:

- Staff in roles critical for business and operational continuity, safe facility management, or regulatory requirements and which cannot be performed remotely.
- Staff in critical roles that might be performed remotely, but who are unable to work remotely due to home circumstances or the unavailability of safe enabling equipment.

Work on a partial return to some office working has been in place for some time. We are preparing an office environment for staff where everyone can maintain 2m social distancing, including whilst arriving at and departing from work and when in the office. This includes:

Arriving at and leaving work

- Staggering arrival/departure times to reduce crowding in and out of the workplace, taking into account the impact on those with protected characteristics
- Providing additional parking or facilities such as bike racks to help people walk, run or cycle to work where possible
- Reducing congestion, for example by having more entry points to the workplace - one for entering the building and one for exiting if possible
- Providing handwashing facilities, or hand sanitiser where not possible, at entry/exit points
- Alternatives to touch-based security devices such as keypads
- Providing more storage for staff clothes and bags
- Discouraging nonessential trips within buildings and sites
- Reducing job and location rotation, for example, assigning employees to specific floors

Workplaces and Workstations

- Reducing movement by discouraging non-essential trips within buildings by restricting access to some areas and encouraging the use of telephones

- Reducing the number of people each person has contact with by using 'fixed teams or partnering'
- Using marking and introducing one-way flow routes at entry and exit points and through buildings
- Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts, and encouraging use of stairs
- Regulating use of corridors, lifts, and staircases
- Reviewing layouts to allow staff to work further apart from each other
- Using floor tape or paint to mark areas to help staff maintain 2 metres
- Using screens to create a physical barrier between people where workstations cannot be moved further apart
- Using back-to-back or side-to-side working (rather than face-to-face) whenever possible
- Health & Safety, People Services and Resources to help plan for a safe and successful reopening of offices and services when the time is right.

At City Reach and Harford Street we have begun removing equipment and chairs from the office in order to adopt social distancing rules:

- Disabling Alternate Desks – The 'middle' desk has been taken out of action by removing the chair / equipment and putting a sign on it.
- The main office floor has been reconfigured to support social distancing; surplus furniture has been removed and put into storage
- Reduce the number of chairs in meeting rooms by half and position to ensure social distancing
- Change the room-booking system to reflect the reduced capacity spaces
- Install signage requesting people not to move the furniture and explaining how to use the space safely
- Changing small meeting rooms into single-desk offices
- Reducing break-out furniture to ensure people can still maintain social distancing; some sofas have been left in situ but specific guidance will have to be issued around their use to ensure only one person sits on them; benches have been removed from dining tables.

Whilst the vast majority will remain working from home, any return to office based work will be piloted and gradually phased in so that we can be sure that staff will be safe. Managers are currently working together on the criteria for those that need some office based time and I will report back to you via Board Briefings on how this is managed and rolled out.

On a more general point with regard to the effect of Covid-19 I am pleased to say that there has been a gradual lessening of staff absence over the last few weeks which has been very encouraging.

We are also mindful of the data in the media which shows that BAME members of the community are more impacted by the virus. We are keeping a close eye on this data but so far we do not see evidence of this in the figures for our own staff.

5. Furlough Scheme

The government furloughing scheme is available to the public sector. Although the government have indicated that they would expect staff to be redeployed to support the fight against the corona virus instead of being furloughed, they have approved furloughing in cases such as London Transport where there is a reduced income stream to fund salaries as a result of the lockdown.

In THH we have a cohort of staff that, in the normal course of events are funded from service charges from tenants and leaseholders. Where these staff cannot work they cannot be charged out through the service charge, so would become an additional cost to THH. We are therefore proposing to explore the option of furloughing those staff who cannot work from home because of the nature of the work or be redeployed into suitable other roles. These staff are largely in the high risk categories or have household members in those categories so are shielding.

On the 12th of May, the Chancellor announced that the furlough scheme will be extended for a further four months, with employers expected to share the costs from August. This extension to the scheme will potentially increase the benefit to THH and provide further reassurance to staff who may be furloughed.

6. Youth Services

6.1 Tower Hamlets Homes over the last three years have been running a limited programme of youth activities to engage and support young people living on our estates, with a view to diverting them into positive activities and thus reducing youth related ASB on our estates. Our work has focused around three strands:

6.2 Targeted Intervention

We commissioned a local organisation called Streets of Growth to work closely with our ASB Team and carry out street work engaging young people in targeted estates where there are reports of high levels of youth related ASB. They also take direct referrals of young people stopped by and issued with ASB warnings or other ASB actions such as injunctions or other court actions. This has been a really successful programme, helping change the life trajectories of over 200 young people who otherwise would have been caught in the cycle of a life involving ASB and crime.

6.3 Universal Offer

Following our successful growth bid to the council last year we piloted a detached youth work programme over the summer holidays working with six third sector youth organisations. The six organisations engaged with over 600 young people and delivered a range of activities on our estates ranging from sports, arts and crafts, fun days, day trips and other activities. The programme was a huge success, keeping young people engaged in positive ways and away from ASB. We were in the process of rolling this out to run throughout the year, with a due start at the beginning of April. However this is currently on hold due to the coronavirus outbreak.

6.4 LBTH Youth Service commission

The London Borough of Tower Hamlets carried out a review of its youth services earlier this year. This was reported to Cabinet in February in a report entitled '*Youth Service review 2019-20 and proposals for change*'. This is attached within the Board Meeting pack (see also '*New Youth Service contracts*' April 2020, which makes an amendment to the February Cabinet report).

One of the outcomes of that review is the proposal to commission out its universal youth provision to other providers. Some of these are already commissioned out to third sector organisations and Poplar HARCA. The proposal is to recommission the service and include the remainder that it currently delivers in-house.

Whilst the full details and scope of what LBTH will commission, the value and other details are still fairly sketchy, from the information that has been made public, we understand the commissioned service will involve running a number of youth centres as well as detached youth work. This represents an opportunity for THH to consider, subject to seeing the full scope and details of the tender. Details we would require to consider a bid include any TUPE implications and costs of service provision.

If we bid and are successful, it will enable THH to build on the work that we have been undertaking over the last few years on targeted youth ASB intervention and diversionary work, through the above outlined activities, alongside our ASB enforcement work through our ASB Team, ParkGuard and the Police Team. This expanded work will provide a more holistic approach to dealing with youth related ASB. It is also about providing positive activities for young people living on our estates, so that they are able pursue extra-curricular activities and become successful and active tenants and leaseholders of the future.

If the Board support THH pursuing this, then in keeping with our 'engaging, enabling and empowering' role in keeping with the other aspects of our community investment programme, we would seek to work with our current youth provision partners and consider putting in a THH led consortium bid. THH would take the lead agency role and if successful with the bid would work with our partners for them to deliver the services on the ground

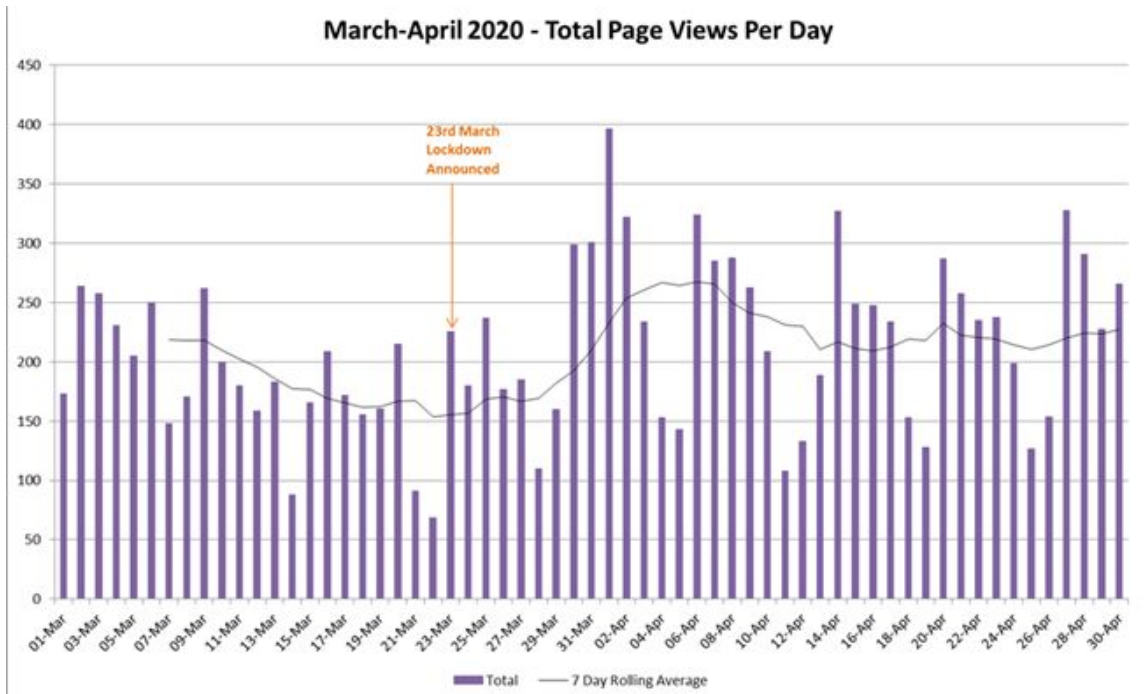
7. PPE

Questions were raised at the Board Discussion meeting on the 14th of April regarding PPE. We are working with our suppliers to ensure that our frontline staff continue to have the correct PPE to carry out their tasks, including surgical masks and disposable gloves in addition to their regular PPE. We are distributing surgical masks on a weekly basis to the caretaking teams to help manage stock levels and based on current usage we have secured enough masks to last six months. These surgical masks are 3 ply fluid resistant and carry the CE approval plus have an EN number EN 149:2001+A1:2009. We have also secured a small supply of FFP2 and FFP3 masks for use where on occasion a particular job requires them. We have helped supply TMOs with PPE and are working to supply the volunteers at our Community Hubs too.

8. MyTHH

The lockdown period has seen an increase in registrations and usage of the MyTHH online service when compared with the preceding months and the same time last year.

Registrations in April were up by a third on the previous month and we now have over 6,000 registered users, whilst page views (the number of pages users look at) were up by almost 20% and we were just two short of breaking the 7,000 barrier. April tends to be one of the busier months, following the delivery of Service Charge Estimates and the rent notification letters earlier in March, but there was a noticeable increase in usage as the lockdown began as can be seen in the chart below.



9. Management Agreement

I have reported previously that, following the Cabinet decision to extend the management agreement with THH, a process was put in place in the autumn to jointly re-draft the management agreement that exists between the Council and ourselves.

This internal process concluded in January 2020 with both parties content with the draft document. As agreed at the outset this was then passed over to the Council’s legal team for their comments. There has been some delay in the process from that point, not least because of Covid-19 causing some re-prioritising of duties but those legal comments have been received. Again these will be examined jointly between LBTH and THH and changes to the draft will be agreed. As Board will expect, the final document will be passed to THH’s own legal advisors for their comments. It is anticipated that this process will be concluded by July 2020.

10. Year-end Performance 2019-20

10.1 You will understand that this is not a typical year-end performance report as most of our energies are looking forward to how best we keep staff and residents safe whilst maintaining and increasing the service offer we can provide during this pandemic. We are also agreeing with the Client those PIs that we can measure going forward and the targets which will inevitably be impacted by how we can provide services. However, performance in 2019-20 was strong. Targets have been achieved for 10 of the 17 BCIs [59%], and for a further three – Satisfaction with repairs, THH does what it says, and Leaseholder satisfaction with THH - the target was only narrowly missed.

Areas of strength in 2019-20 include:

- gas servicing
- satisfaction with the Housing Service Centre [HSC]

- void re-lets
- income collection [rent, service charges and major works charges]
- caretaking
- major works: programme delivery, and satisfaction
- resident satisfaction

The four PIs that missed target were:

- Average time to re-let voids (long term)

The challenging target of 35 days for re-letting long term voids was not met due to the need to hold properties for temporary decants, the service achieved a creditable average of 40 days.

- Void rent loss

Linked to the above.

- Major works invoices issued

Performance here relies on the provision of accurate Final Accounts and work guarantees from the Decent Homes contractors as verified by the consultants. This has proved problematic but close and sustained working in 2019-20 has enabled significant progress to be made with just a handful of outstanding invoices remaining to be issued.

- Fire Risk Reduction: 9 high-rise blocks

The fire safety works identified in the Fire Risk Assessments to these blocks have now been completed with the exception of the compartmentation of the lobby of the six blocks on Cranbrook estate, and the full replacement of the front entrance doors [FEDs]. A planning permission application has been submitted for one of the Cranbrook blocks which will serve as a pilot for the remaining five to be carried out during the current financial year.

Work undertaken on the three non-Cranbrook blocks has reduced their risk to 'moderate'; reduction to 'tolerable' is dependent on resolving the leaseholder FED issue previously reported.

The normal PI report year-end attached to this report as Appendix 1 for further information.

10.2. Performance trend

As this is the end of the four-year period of the previous Business Plan (the three-year plan was extended by a year due to the uncertainty of the extension decision) there are added below tables showing relative performance at the beginning of the last plan 2015-16 and the end in 2019-20. These indicate steady improvement across the majority of measures over the course of the plan.

Fig. 1 Business Critical Indicators Performance 2015-16 & 2019-20

BCI	2015-16	2019-20	Trend
Repairs Right First Time	77%	81%	↑
Repairs satisfaction	90%	88%	↓
Short term relets (days)	30	21	↑
Long term relets (days)	106	40	↑
Rent collected	99.74%	101.3%	↑
Service charge collected ¹	104%	101%	↓
Major works charge collected ²	106%	127%	↑
THH does what it says	77%	79%	↑
Caretaking satisfaction	84%	88%	↑
Major Works satisfaction	77%	93%	↑
Voids rent loss	0.7%	0.5%	↑
Complaints in target	64%	96%	↑

¹ Performance is % of **target** amount. In 2015-16 £14.6m was collected; in 2019-20 £15.9m
² Performance is % of **target** amount. In 2015-16 £3.3m was collected; in 2019-20 £6.7m

Fig. 2 Resident Satisfaction 2015-16 & 2019-20

Measure	2015-16	2019-20	Trend
Overall satisfaction	78%	84%	↑
Tenants	83%	89%	↑
Leaseholders	65%	72%	↑
Keeping residents informed	84%	86%	↑
Taking residents views into account	70%	75%	↑

Grounds maintenance	87%	89%	↑
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March 2020

Appendix 1

Tower Hamlets Homes Business Critical Indicators


Year to date performance: March 2020

●	At or above target
●	Below target, above minimum
●	Below target, below minimum

Ref (HDE)	BCI Name	Target YTD	Minimum Score ¹	Out-turn 19/20	TREND ²	PREVIOUS YEAR		
						YTD Mar 2019	Year on Year Trend	Out-turn 18/19
MONTHLY BCIs								
11-12-5	5 % of properties with a current gas safety certificate	100%	100%	100%	↔	99.97%	▲	99.97%
11-12-3	9 % of tenants rating the repairs service as excellent, good or fair	92%	87.4%	87.8%	▲	88.7%	▼	88.7%
11-12-24S	11 Average time to relet empty homes - Short term (days)	22	23.1	20.6	▲	21	▲	21
11-12-24L	12 Average time to relet empty homes - Long term (days)	35	36.8	40.0	▲	36	▼	36
11-12-9	13 % rent collected (of rent due)	100%	99.0%	101.3%	▼	99.1%	▲	99.1%
11-12-11M	16 Service charge collected	100%*	99%	101.2%	▼	91.9%	▲	91.9%
11-12-99M	17 Major works charge collected	100%**	95%	126.8%	▲	116.4%	▲	116.4%
QUARTERLY BCIs								
11-12-153	1 Percentage of residents rating the HSC as excellent, good, or fair	92%	87%	92.8%	▲	90.4%	▲	90.4%
11-12-30	2 Percentage of residents agreeing with the statement 'THH does what it says it will do'	82%	78%	78.7%	▼	80.6%	▼	80.6%
11-12-135	3 Overall Satisfaction: Tenants	89%	85%	89.1%	▲	88.5%	▲	88.5%
11-12-136	4 Overall Satisfaction: Leaseholders	73%	69%	71.9%	▲	69.8%	▲	69.8%
11-12-18B4Q	8 Satisfaction With Caretaking	86%	82%	88.1%	▲	86.0%	▲	86.0%
11-12-146	15 Major Works Programme Delivery	86%	82%	99.3%	▼	89.4%	▲	89.4%
11-12-88aQ	16 Major Works Invoices Issued	127	121	111	▲	67.5%	▲	67.5%
11-12-132	17 Percentage of residents rating capital works as excellent, good or fair	80%	76%	92.8%	▲	85.2%	▲	85.2%
11-12-154	18 % of 9 High-rise blocks with Fire Risk Reduction to Tolerable works completed	9	9	0	↔	0	◀	0
11-12-128	21 Void Rent Loss as % of Rent Due	0.4%	0.42%	0.48%	▼	0.4%	▼	0.4%

Notes

- 1 Minimum Score: Lowest value to avoid indicator showing 'red'
- 2 TREND: Compared to previous month or quarter
- * The target for Service Charge Collection is £15.75m, which means that the performance target for each month is therefore 100% of the projected collection figure for that month.
- ** The target for Major Works Collection is £5.28m, which means that the performance target for each month is therefore 100% of the projected collection figure for that month.

 Cabinet 26 February 2020	 TOWER HAMLETS
Report of: Debbie Jones, Corporate Director Children and Culture	Classification: Unrestricted
Youth Service Review 2019/2020	

Lead Member	Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People
Originating Officer(s)	Ronke Martins-Taylor, Divisional Director Youth and Commissioning Magdalene Bannis-Royer, Youth Service Strategic Development Lead
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	22 January 2020
Reason for Key Decision	Significant impact on persons in more than one ward.
Strategic Plan Priority / Outcome	People are aspirational, independent and have equal access to opportunities A better deal for children and young people: aspiration, education and skills

Special circumstances justifying urgent consideration

This report was not available for publication by the statutory publication deadline because additional information was required. It is presented for determination at this meeting as it is not possible to defer until the March Cabinet meeting because approval is sought from Cabinet to issue new contracts to existing commissioned providers. These will commence from 1st April 2020 to 31st March 2021. It should also be noted that the report title and a summary of the content of the report were made available as part of the original meeting agenda.

Executive Summary

In 2017 the council introduced a new mixed-economy youth service model combining in-house and commissioned universal youth provision. The model

resulted in vastly improved outcomes for young people in the first years of operation.

The 2019/20 Youth Service Review was established to learn from those changes and explore further opportunities for improvement and better value for money.

The review also seeks to explore ways to achieve the £667,000 savings that accrues to the Youth Service. Savings are to be achieved by a transformation of service delivery following the Youth Service Review (£50k in 2020/21 and £450k in 2021/22); and the rationalisation and development of early help services from conception to age 25 which will save £167k.

As part of its priority work the Youth Service intends to make better links with providers who are funded to deliver exclusively in Tower Hamlets. For example, the Mayor of London Young Londoners Fund has awarded grants of £554,701 per annum and the Local Community Fund has awarded grants of £554,286 per annum to providers that deliver for our children and young people. As a result there is an additional £1,108,987 coming into the borough to support the delivery of additional youth activity and the Youth Service intends to capitalize on this.

This report is in two parts. The first part (Part A) sets out the reasons for the changes that need to be made in the Youth Service including proposals for restructuring, the lessons learned from the recently concluded 2019/20 Youth Service Review and other previous reviews of the Service.

The second part of the report (Part B) sets out a request to award a new, one off contract, without competition, to the existing commissioned voluntary sector youth activity providers from 1st April 2020 to 31st March 2021. These providers deliver universal youth activity and specialist projects. The intention is that during 2020/21 work will be undertaken to create a new contract specification for the provision of universal Youth Hubs and specialist projects.

Recommendations

The Mayor in Cabinet is recommended to:

1. Endorse the proposal set out in the report to create a newly restructured, mixed economy Youth Service; based on the review findings and analysis which shows we can achieve improved outcomes for less money.
2. Approve a new 12 month contract, from 1st April 2020 to 31st March 2021, to all current Community and Voluntary Sectors (CVS) youth activity providers (universal and specialist) in order to provide continuity

of provision and to coincide with the implementation of the re-designed youth service in 2021/22.

1. REASONS FOR THE DECISIONS

- 1.1. The need to respond to the views of children, young people; and key stakeholders in partnerships and the community in terms of what they have identified that they want from a transformed Youth Service.
- 1.2. The Youth Service Review has highlighted the potential to deliver a better value service with improved performance and outcomes.
- 1.3. The need to undertake Service transformation arising from the findings of the 2019/20 Youth Service Review.
- 1.4. The need to achieve savings within the Youth Service arising from the 2020/21 to 2021/22 Medium Term Financial Strategy (MTFS) proposals.

2. ALTERNATIVE OPTIONS

- 2.1 **Do nothing and maintain the status quo (not recommended):** With this option the provision of Youth Service activity would continue under the current arrangements which have been in place since 2016/17 and which include the following:

- **Universal youth Hubs and specialist youth projects:** These are comprised of 8 x in-house universal Youth Hubs; 1 x in-house specialist arts service; 10 x externally commissioned universal Youth Hubs; 3 x externally commissioned specialist youth projects covering SEND, LGBTQi and an 11 year old project.
- **Central team:** The Youth Service senior management team; a commissioning and data team; and a participation team.

The Youth Service currently has a budget of £3.606m (including administrative team costs of £399,000) of which £940,858 is spent on externally commissioned provision.

This option is not recommended as no Medium Term Financial Strategy savings could be realised; the imbalances between the funding and outcomes for internal youth provision and externally commissioned youth provision would be maintained; all round performance would not

be improved; the service changes that have been highlighted through the 2019/20 Youth Service Review could not be implemented; and value for money would not be achieved.

- 2.2 **Provide a service that meets statutory requirements only (not recommended):** With this option, the local authority would provide only a minimum Youth Service offer as required by law. This could be as little as signposting young people through a website or small amounts of grant funding. However, this option is not recommended as it does not align with Tower Hamlets Every Chance for Every Child priorities which are to provide the right help at the right support and to support young people to access enriching opportunities and activities. In addition to this Tower Hamlets Youth Service has a long history of providing universal youth activity as well as more targeted working to support vulnerable young people who would benefit from engagement in positive activities.
- 2.3 **Outsource the entire Youth Service (not recommended):** With this option all Youth Service functions would be outsourced including universal Youth Hubs and youth participation. However, this option is not recommended as it could result in high management costs; risks of subcontracting which could impact the quality of service delivery. Furthermore, it would risk undermining areas where a borough wide, council led approach is required. This includes the youth participation work so that young people can effectively participate in and influence the work of the council. It also includes the targeted youth support which is required to align effectively with statutory work undertaken by children's social care and the youth offending service.
- 2.4 **Deliver all youth activity in-house (not recommended):** With this option all youth activity would be brought back in-house to be delivered by the local authority with no externally commissioned provision. However, this option is not recommended because a wholly in-house delivered Youth Service would lack the ability to access the expertise and leverage additional resources and assets that the community and voluntary sector are able to attract.
- 2.5 **The creation of a public sector mutual (not recommended):** This option would see the creation of a youth public sector mutual or cooperative to deliver youth services on behalf of the council. However, our research highlights that existing youth mutual have struggled to survive financially especially as local authorities, who are often the main funder, shrink their expenditure on youth provision. This, coupled with the uncertain economic climate makes setting up a mutual or cooperative to deliver youth services a significant risk.
- 2.6 **Setting up an OnSide Youth Zone (not recommended):** Our research

into the viability of adopting the OnSide Youth Zone approach was considered in 2017/18. OnSide Youth Zones are set up as independent local charities, that provides an innovative way of funding and resourcing local authority youth provision utilising a model that is comprised of new capital build; use of land donated for lease by the local authority; local authority revenue funding; local donor funding; and charges levied for young people's use of the facilities.

This option is not recommended because

- Charging young people would be a departure from usual practice and could place hardship on those young people and their families, with the greatest need.
- The investments required by the OnSide Youth Zone are prohibitive, as set out below:
 - Giving OnSide a 125 year, premium free, land lease; at a peppercorn rent;
 - Paying upfront capital costs of 50% of the total build cost to the Youth Zone (c£3.25m+)
 - Providing annual revenue costs of £400,000 for first three years; £250,000 per annum for years 4 - 6; and £150,000 per annum for years 7 -10.

In addition, Tower Hamlets has a number of existing flagship, high quality youth hubs (for example, Spotlight, Haileybury, Limehouse and Osmani) that are either run internally or commissioned. As a result, it is felt that there is no need to invest in another flagship youth hub using the OnSide Youth Zone model.

- 2.7. **Implement changes to the Youth Service based on the findings from the Youth Service Review and lessons learned (recommended):** This option will enable the Youth Service to incorporate the key lessons learned from the 2019/20 Youth Service Review consultations and to reconfigure the service accordingly. As a result, the Service will be more responsive to the needs of children and young people; it will offer greater partnership engagement; and it will support the delivery of shared partnership outcomes.

Under this recommendation a mixed economy Youth Service will provide a combination of commissioned and internally delivered services. It proposes that universal youth service delivery is commissioned and that a retained youth service focusses on oversight of commissioning; strengthening youth voice and empowerment and delivery of more intensive, targeted youth work.

This option builds upon the commissioning expertise in the Youth Service; the findings of the Youth Service Review; and offers

opportunities to use the ability and proficiency of CVS to fund raise attracting additional funds to enhance the youth offer across the borough.

3. DETAILS OF THE REPORT:

PART A

3.1 About Tower Hamlets

3.1.1 Tower Hamlets has the highest rate of child poverty in Great Britain: 31 per cent of children live in families below the poverty line, almost double the rate nationally (17 per cent). According to the HMRC's children in low income families local measure, 18,875 children in Tower Hamlets live in families below the poverty line - this represents 31 per cent of children in the borough (as at August 2015). This is the highest rate nationally, and almost doubles the rate for Great Britain (17 per cent), and well above the London average (19 per cent).

3.1.2 Within the borough, the most highly deprived areas are mainly clustered in the East of the borough in the Lansbury and Mile End area. The least deprived areas are in the riverside areas of St. Katharine's Dock, Wapping, and the Isle of Dogs. Tower Hamlets also has the highest rate of child poverty in the country.

3.1.3 Tower Hamlets economy has the third largest output in the UK with 291,000 employees working for 16,925 businesses; however there are great disparities of wealth. One in four residents live below the poverty line

3.1.4 This juxtaposition of poverty and wealth in Tower Hamlets makes it essential that there are sufficient services in place to address both the need to have universal youth provision and the need to provide help to the most vulnerable children and young people who would benefit from support to access positive activities. In addition to this, the borough's Youth Service should strike a balance between the provision of universal activities, which need to be accessible to those in the areas of greatest need; and the provision of supported developmental activities, that provide opportunities for added individual support, short- term responses to localised events and incidents (e.g. anti-social behavior); and bespoke interventions that prevent subsequent issues arising.

- 3.1.5 Anti-Social behaviour (ASB) has a significant impact on the community and has been considered a top priority by residents and the council alike. At the end of quarter two of the current financial year (19/20), ASB had risen by 11.88% (478 incidents) compared to the previous year. The increase in the volume of reports is related to the council launching the online ASB form in 2018.

Despite the increased reporting of both ASB and crime in Tower Hamlets, the borough is well placed to make use of existing resources that have been expanded due to the borough's prioritisation of ASB and the safety of the community.

3.2 The 2019/20 Youth Service Review findings and lessons learned

- 3.2.1. In 2016 the Youth Service was faced with a number of major challenges which necessitated change. The 2016/17 Youth Service Review was undertaken to understand the needs of key stakeholders. As a result, in 2017 a mixed economy Youth Hub delivery model was created which was made up of 18 Hubs (10 externally commissioned); 4 specialist youth projects (3 externally commissioned); and internal teams providing commissioning and data; delivering participation and engagement; and administration. The 2017 restructure of the Youth Service resulted in improved outcomes for young people.

As part of the natural progression of the Youth Service, and in order to respond to the changing needs of children and young people, it is now looking to the next stage of its development and improvement.

- 3.2.2. **What young people told us:** The Youth Service has learned lessons from young people through surveys and focus groups. Young people have told us of their concerns, wants and requirements from effective further improved Youth Service. In particular, they have highlighted that they want services that better meet their needs; and they want to work with us through a collaborative approach. Any future changes to the Youth Service will need to reflect on all of the lessons learned from the Youth Service Review.

- 3.2.2.1. **Youth Service Review 2019/20 findings:** Between July and November 2019 the Youth Service undertook consultations with children and young people as well as their parents, key stakeholders including elected members, CVS commissioned providers and Council agencies/departments.

The headline findings are as set out below (The full report is an Appendix to this report):

Numbers taking part: There were 816 children and young people consulted who were aged 11 to 24 years.

Ethnicity: The demographic breakdown showed that the largest ethnic group of young people completing the survey was Bangladeshi (47.6% (287)).

Location analysis: The young people who were contacted regarding the survey attended the schools and Youth Hubs set out in table 1 below:

Table 1		
Ward	School	Youth Hub
Bethnal Green	LEAP (Harpley Inclusion) Morpeth Secondary School Raines Foundation	Tramshed Step Forward
Bromley North	Ian Mikardo High School	N/a
Bromley South	Bow School	N/a
Bow East	LEAP (Third Base)	
Bow West	Central Foundation Girls' School	
Island Gardens	George Green School	St Andrews Wharf
Lansbury	Langdon Park School	
Limehouse	N/a	Limehouse Half Moon Theatre
Mile End	Beatrice Tate School St Paul's Way	N/a
Shadwell	Bishop Challoner Catholic Federation School	N/a
Stepney Green	Sir John Cass's Foundation Red Coat Church of England School	N/a
St Dunstons	Stepney Green Maths Computing and Science College	Haileybury Tower Project
Weavers	N/a	Step Forward Columbia Road
Whitechapel	LEAP (Tommy Flowers Centre)	Brady Arts Christian Street
St Peters	N/a	Collingwood

The key findings from the children and young people's survey highlighted the following:

Safety and crime: 41% of young people were concerned about issues of crime and personal safety; and stated this as their number one issue.

Substance misuse: There were major concerns about drugs misuse and selling, seen as a particular problem in Tower Hamlets with some indicating that they felt this lay at the heart of knife crime in the borough.

Relationship and Sex Education: 22% wanted to see more advice and guidance provided, especially around issues such as sexual health and sexuality which they wanted to explore in a safe space, as they felt that it would be challenging to have such conversations or discussions at home or school.

Mental Health and Wellbeing: The same proportion (22%) expressed anxieties and concerns focusing around the pressure of families and the taking of exams. More concern was expressed about their mental health than their physical health.

Employment, Training and Education advice: 10% expressed desire to have more chances to explore education and employment and opportunities to alleviate their worries about their future.

Young people's suggestions for change: Young people were asked to provide suggestions that they felt would help to reduce youth crime and violence. The most frequently cited ideas and suggestions are as set out below:

- **Workshops:** Young people said that they wanted workshops on crime and community safety
- **Centre-based programmes and activities:** Young people said that they wanted to participate in activities including, sporting activities; activities held in partnership with, and located in, primary schools, secondary schools and colleges; careers guidance; volunteering and work experience; weight training; boxing; self-defense; inter-generational activities; learning from others who have been involved in crime/anti-social behaviour/knife crime; and, study support.
- **Trips/residentials:** Young people said that they wanted reward based trips and activities, including

residential, as these help children and young people work as part of a team and they strengthens networking skills.

- **Information, advice, guidance and support:** Young people said that they wanted professional support including advice around mental health and wellbeing; education, training and employment; regular meetings with youth workers; advice about their citizen's rights as young people; and other one-to-one advice sessions.
- In February 2020 a meeting was held with the Young Mayor's team to update them on the findings of the Youth Service Review. The Young Mayor's team stressed that:
 - Youth Hubs must be safe places for young people;
 - Young people need to have opportunities to just relax, meet their friends and enjoy being out of the home without the pressure of having to attend a workshop or participate in an accredited programme;
 - For young people doing activities to build skills, gain outcomes and accreditation was also important; however, there needed to be a balance between the opportunities to just relax and involvement in activities.

3.2.3. **HealthWatch consultation:** The findings from the Youth Service Review were further backed up by the findings of a consultation exercise undertaken by HealthWatch Tower Hamlets which engaged with 555 young people in the borough during 2018 and 2019. As part of the HealthWatch survey they asked young people about their experience using Youth Hubs. One of the key findings indicated that young people who went to Youth Hubs frequently, had higher mental wellbeing scores than the ones who only went occasionally or didn't go at all.

3.2.4. **Analysis of the work of commissioned providers and the internal delivered service:** As part of the Youth Service Review the performance of both the commissioned and internal providers was analysed. The analysis has revealed that Commissioned providers have been able to reach more young people through universal services, whilst specialist commissioned providers are working well with young people with additional needs. Meanwhile, the in-house

service delivers effective robust participation with young people through the Youth Council, Young Carers, the Children in Care Council and Young Mayors; and also responding to local events and emerging issues.

3.2.5. Improved contract management: In addition the management of contracts has improved thus ensuring that the Youth Service gets better value for money, and good contract monitoring indicates that when commissioning youth providers across the borough consideration should be given to:

- Getting providers with the right experience and expertise to deliver the youth projects that are needed
- The use of specialist providers where needed
- Promoting the use of consortiums and collaboration between CVS providers to increase reach and outcomes
- Providing services that young people want
- Working with other services to avoid duplication, overlap and gaps in provision
- Developing high quality dissemination of best practice across the Service with In-house and commissioned.

3.2.6. A focus on outcomes: Going forward the Youth Service must demonstrate the difference and impact that it makes to the lives of young people and local communities; setting out the indicators of progress along the young person's successful life path. For example, a robust outcomes framework could effectively be used to support performance reductions in crime and anti-social behaviour. Further development of the service should be based on data analysis and evidence of outcomes.

3.2.7. Demand Analysis: The Youth Service Review indicates that the demand for youth sessions by young people increases at certain times of the week and during holiday periods. Going forward it will be important that resources are used more effectively to respond to demand and to provide better value for money. As a result, there is an ongoing review of Youth Hubs opening days and times to ensure the Youth Hubs are responsive and open at the right times for young people. Appendix 1 shows attendance pattern in the in-house Youth Hubs from April to December 2019.

3.2.8. Clear pathways for accessing pre-statutory support: One of the lessons learned from the 2019 Ofsted inspection of the local authority Children's Services was the need to ensure that there is a robust early help offer that straddles all ages and services. In support of this the Youth Service will work in partnership with the Integrated Early Years' Service and Early Help to create a 0 to 25, all age offer that will focus on delivering pre-statutory support to

child and families. Clear pathways will be developed to support young people to access positive activities including those at risk of:

- exploitation
- family violence
- parental mental ill health
- substance misuse
- being excluded from school or at risk of school exclusion
- involvement in crime or anti-social behavior.

3.2.9. **Develop a 'One Youth Service' culture:** It is not always clear which CVS providers have been commissioned by the Youth Service and the lack of branding has led to confusion. Going forward, youth providers will be expected to use the LBTH and #THYOUTH branding and ensure that this is visible in all commissioned sessions that are delivered. This approach will support the development of a 'One Youth Service' Culture. This approach will also promote good practice, will maximise the service improvements, and quality of the youth offer.

3.2.10. **The Youth Service delivering work on behalf of others:** The Youth Service currently delivers Services on behalf of the City of London; and it provides the Children in Care Council on behalf of Children's Social Care; and Young Carers support on behalf of Integrated Children's Commissioning. A key learning point has been the need to ensure that the Service only delivers on behalf of others if it is able to achieve full cost recovery. This approach will ensure that the burdens of costs associated with such delivery are not derived from the Youth Service's core budget.

3.2.11. **Use of street based detached youth work and outreach youth work to engage with hard to reach young people:** A key learning point from the review, and the pilot currently running in Bow West, has been the need to ensure that youth work is also delivered from non-static sites so that the needs of hard to reach young people can be met. As a result, street-based detached youth work and outreach will need to be commissioned, where it is most needed, to support young people coming off the streets and engaging in activities such as arts, music, education, training and employment.

3.3 The current Youth Service

3.3.1. Following a review, the Youth Service was restructured in 2016/17 to deliver the following Youth Hubs and team (please see Appendix 2 for the Current Youth Service structure):

- **Internally run Universal Youth Hubs:** Delivered from eight local authority Youth Hubs as set out in Table 2 below:

Table 2	
Ward	Youth Hub
Weavers	Columbia Road Youth Hub
St Peters	Collingwood Youth Hub
Stepney Green	Haileybury Youth
Bethnal Green	Tramshed Youth Hub
Wapping	Wapping Youth Hub
Whitechapel	Christian Street Youth Hub
Limehouse	Limehouse Youth Hub
Isle of Dogs	St Andrews Wharf Youth Hub

- **Commissioned Universal Youth Hubs:** These are delivered by the CVS on behalf of the Youth Service. Contracts were awarded to the following CVS organisations with a value of £940,858. Table.3, below, sets out the list of universal commissioned Youth Hub delivered by the CVS:

Table 3		
Ward	Youth Hubs	Supplier
Spitalfields & Banglatown	Osmani Youth Hub	Osmani Trust
Stepney Green	Exmouth Youth Hub	Newark Youth
Shadwell	St Marys Youth Hub	Society Links
Bow East	Eastside Youth Hub	Poplar Harca
Bromley North	Linc Youth Hub	Poplar Harca
Bromley South	Ian Mikardo Youth Hub	Poplar Harca
Mile End	St Paul's Way Youth Hub	Poplar Harca
Bow West	Street and Detached	Poplar Harca
Lansbury	Spotlight Youth Hub	Poplar Harca
Poplar	The Workhouse Youth Hub	Poplar Harca

Table 4, below, sets out the list of specialist youth projects that meet specific needs of young people which are not offered either through in-house or commissioned Youth Hubs.

Table 4	
Specialised youth projects	Supplier
Youth activities for young people with special educational needs or disabilities (SEND) aged 12 to 25.	Tower Project
Youth activity for Lesbian Gay Bisexual and Transgendered young people.	Step Forward
Borough wide pilot programme focused on transition from Year 6 to Year7.	Half Moon Theatre

All current CVS contracts will end on 31st March 2020. A further extension for 1 year is sought to coincide with the restructure and associated savings in 2021/22 (see Part b of this report for further information.).

- **Business support:** Includes administration, apprentice /volunteer co-ordination, quality assurance, service development, training and senior management. Note that with effect from January 2020 all business support will be centralised.
- **Participation Team:** The team provides expert support to young people who join the Youth Council; supports the Young Mayor’s programme including oversight and management of the youth elections, Children in Care Council and Young Carers.
- **‘A’ Team Arts:** The team offers a range of arts programmes and activities including; performing arts, music and textiles.
- **Commissioning Team:** The team provides contract management, monitoring, oversight, governance, performance data and analytics.
- **Additional income:** The Youth Service is paid by external parties to deliver the following services and projects which generates additional income:
 - o **City of London:** the Youth Service deliver youth services on behalf of the City.
 - o **Children in Care Council (CiCC):** The Youth Service support the CiCC on behalf of Children’s Social Care;

- **Young Carers.** The Youth Service support young carers and offers a range of relevant training to young people.

3.4. What is currently working well in the Youth Service

3.4.1. Internally delivered Youth Hubs: In 2017/18 the total number of Contacts made with young people by the internal Youth Hubs was 2,264. Overall Contacts are increasing and in the third quarter of 2019/20 the number of Contacts is 2130. Through the internally run Youth Hubs, 'A' Team Arts and youth participation, young people are able to access a wide range of activities that support their emotional well-being, skills development, personal growth, and intellectual development. The activities delivered include:

- Workshops in school and youth centres
- Sports activities and events, including boxing
- Set up girls' groups in response to identified needs
- Support for Young Carers
- Facilitated Young Achievement Awards at Canary Wharf
- Music project and events
- Gangs mediation workshops
- Arts and design workshops.

All 8 internally provided Youth Hubs are timetabled to open 5 nights a week for a total of 220 hours per week. As a result, young people are now developing their strengths, building their life skills, and going after more promising, exciting futures.

3.4.2. Commissioned Youth Hubs and specialist projects: These have been shown to offer better value for money when compared to the internally run projects. In addition to this the commissioned CVS are able to leverage additional funds to run projects based on local issues or emerging themes which would not be available to local authorities.

The CVS commissioned Youth Hubs and specialist projects deliver better performance than the internally run Youth Hubs as set out below:

Table 5: Tower Hamlets Youth Service (Commissioned Provision) 3 Year Performance									
	2017/18			2018/2019			2019/2020 (Q3 - DEC)		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
Contacts	2779	3914	140.84%	4180	4723	112.99%	2505	4050	161.68%
Participants	1646	1676	101.82%	2598	2277	87.64%	1503	1773	117.96%
Recorded Outcome	991	1092	110.19%	1600	1462	91.38%	902	877	97.23%
Accredited Outcome	494	499	101.05%	847	546	64.46%	451	281	62.31%

The challenges of the current Youth Service arrangements

3.4.3. The most significant challenge to the internally run Youth Hubs are as set out below are set out below:

- **Performance:** The During 2019/20, for the period March to December, the combined internal and commissioned Youth Hubs made Contact¹ with 6,180 young people. When comparing the number of Contacts achieved in quarter 3 of 2018/19 (6,059) with that of quarter 3 in 2017/18 (4,976) it can be seen that as a whole the Youth Service is making contact and reaching more and more young people year on year. Table 5 below shows the 3 year performance for the in- house Youth Hubs:

Table 6: Tower Hamlets Youth Service (In-house Provision) 3 Year Performance									
	2017/18			2018/2019			2019/2020 (Q3 - Nov)		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
Contacts	6,040	2,564	42.45%	5740	2948	51.36%	3835	2130	55.54%
Participants	3624	1119	30.88%	3444	1355	39.34%	2301	1021	44.37%
Recorded Outcome	2174	417	19.18%	2066	350	16.94%	1381	477	34.55%
Accredited Outcome	1087	322	29.62%	1033	401	38.82%	690	79 ²	11.44%

¹ **Youth Service Targets:** **Contacts:** 25% of 12- to19 year olds population in the borough = 6340; **Participants:** 60% of Contact; **Recorded Outcome:** 60% of Participant; and **Accredited Outcome:** 30% of Participants

However, whilst the achievement on Contact performance is improving since 2017/18 the internal Youth Hubs have struggled to achieve their performance targets in terms of Participants, Recorded Outcomes and Accredited Outcomes. This has pulled down the overall performance.

Taking into account the annual budget in 2018/19 the Youth Service spent an average of £470 per young person. When the average spend is broken down further, externally commissioned providers had an average cost of £211 per young person due to the higher rate of Contacts. Externally commissioned provision offers good value for money; and delivers more recorded and accredited outcomes which further makes the case for change.

There have also been a number of staffing challenges in the internally run Youth Hubs which resulted in unscheduled session closures. This included challenges in the ability to adequately staff the Youth Hubs given the staffing levels required. The Review found the internal Youth Hubs were spread too thinly resulting in limited staffing capacity to deliver across 8 centres. The use of volunteers in the internal Youth Hubs could have enabled more flexibility.

3.5. The Youth Service Priorities

3.5.1. Given the findings of the Youth Service Review going forward the Youth Service will prioritise the following areas of work:

3.5.1.1. **Delivering the new statutory guidance for youth work (October 2019):** Central Government is revising the statutory guidance around Youth Services as it relates to Section 507B of the Education and Inspections Act, which sets government expectations of local authorities when they are securing services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, with the purpose of improving young people's well-being. The current guidance was last reviewed in 2012. It is anticipated that the revised statutory guidance will provide greater clarity of Government's expectations, including the value

² **Accredited outcomes:** *An accredited outcome refers to the programme or course of activity undertaken by a young person. Due to the time that it can take to complete a programme it is anticipated that accreditation performance will increase.*

added by good youth work. The restructured Youth Service will need to take account of any changes to statute.

3.5.1.2. **The changing face of Youth Work:** There is a need to ensure that the Youth Service embeds, good effective youth work at the heart of its delivery including:

Partnership working: Anti-social behaviour and serious youth violence are some of the biggest challenges for children, young people and the wider community. In order to support the ambition to make Tower Hamlets a safer place to be it is essential that the Youth Service work in partnership with key stakeholders in Community Safety, Young Workpath, Public Health, Housing, Police, CVS, Education, Youth Justice Service, and Early Help, amongst others. Partnership working encourages positive behaviour, helps in the development of joint prevention and intervention strategies and promotes pathways for accessing pre-statutory support.

Continued outreach and engagement with different community groups: There is a need to continue to work with hard to reach groups including women and young girls; young people from the Somali community and, white working class young people. The data shows that these groups continue to be underrepresented in participating in youth activities.

High quality buildings: Young people want to access youth provision in high quality buildings which promote the sense of security. As a result, the priority going forward will be on the delivery of youth sessions in high quality youth centres. A review of the current youth estate will be undertaken. Commissioned providers will be supported to deliver sessions in high quality council run youth centres if they do not have access to their own accommodation.

Safe spaces: Youth Centres should also be promoted as safe spaces which encourage young people to stay off the streets.

Street based detached youth work and outreach youth work: There is a need to work with young people, with groups and individuals where they choose to be, supporting them to access services and

appropriate. Using detached youth work methods to engage with young people, with diverse interests, needs, ethnicity or faith off-site, or in other non-youth work premises such as schools, will provide practical and emotional support to young people.

Youth skills development: young people should be supported to develop employability skills such as customer awareness, self-management and problem-solving which support what employers are looking for in potential employees.

Inclusion and engagement: young people should be supported to engage in democracy and to find an active and responsible role and place within the community - offering security, fulfilment and strong interpersonal relationships with family, local communities and other citizens in order to support a connective and associative society.

Promoting cohesion and integration: There is a need to work with partners and involving local young people and their families; to bring the local communities closer together. Providing opportunities, activities and events to improve social inclusion in diverse communities and encouraging all young people in the communities to utilise the Youth hubs.

0 – 25 integrated workforce: The Youth Service will work in partnership with Early Help and the Integrated Early Years' Service to create an aligned group of support workers who will work across the 0 to 25 age range to provide needs assessed, pre-statutory support, including the offer of youth activities, to child and families.

Workforce development: The Youth Service will promote workforce training through its commissioning activity and move towards 0 – 25 integrated working.

The Medium Term Financial Strategy: The Youth Service has a budget of 3.207m for 2019/2020. For the periods 2020/21 to 2021/22, as part of the MTFS, £500k of savings will be made to deliver *transformation of service delivery following the Youth Service Review* (SAV / CHI 004 / 20-21). This saving will be delivered over two financial years (£50k in 2020/21 and £450k in

2021/22). Also, as part of savings to achieve the *rationalisation and development of Early Help Services from Conception to age 25 (SAV / CHI 001 / 20-21)* there is a pro rata savings of £167k which accrues to the Youth Service. Therefore, total savings of £667,000 have to be made.

3.6. Other funded children and youth provision: The Youth Service is not the only service funded to deliver youth activity in the borough. In particular, there are a wealth of other council and externally funded children and young people's providers with which the Youth Service will need to work with going forward including the following:

- **Local Community Fund (LCF):** The LCF is a fund administered by the London Borough of Tower Hamlets. Through the LCF a total of £1.94m (see Appendix 3) of funding will be spent over a period of 42 month on community based projects for children and young people. The projects are spread across the following themes:
 - Children, Young People and Families
 - Girls and young women projects
 - Healthy living and healthy choices
 - Improved inclusion, health and well-being outcomes for disabled people and people experiencing mental health issues
 - Online Safety
 - Support focused on increasing access to art and cultural industries
 - Reduction in the exploitation of children, young people and other vulnerable groups
 - Improving the perception of young people in the community
 - Services for people affected by domestic violence or other unsafe circumstances.

- **Duke of Edinburgh Award:** The London Borough of Tower Hamlets is a Duke of Edinburgh Award licence holder. The team is part of the Sports, Leisure and Culture Division. It offers young people aged from 14 to 25 the opportunity to complete a Bronze, Silver or Gold Award through a programme of expeditions, training and activities.

- **The Urban Adventure Base and the work of the Outdoor Education Team:** Located at the Urban Adventure Base, in Mile End this team, which is part of the Sports, Leisure and Culture Division, works with young people to develop key skills including in leadership, teamwork and motivation. Activities offered include

canoeing, kayaking, rock climbing, mountain biking and skateboarding.

- **Uniformed youth organisations:** There are many youth groups such as the Police Cadets, Scouts and Girl Guides that give young people life skills and teach them to contribute to society and it is important that links are made with these groups and the transformed Youth Service.
- **Tower Hamlets Arts and Music education Service (Thames):** THAMES uses arts and music as a vehicle for working with young people. They support and develop strong links with schools and leading local and national cultural organisations, including venues, orchestras, festivals, choirs, theatres, dance companies, galleries and museums. Their offer includes after school provision and the Saturday Music Centre.
- **Community Safety Response (CSR) Team (formerly Rapid Response Team):** The CSR is part of the borough’s Community Safety Division. The team work with to an extended age rang that includes young adults that who are disengaged from services.
- **The Mayor of London Young Londoners Fund:** There are 34 youth projects that were funded by the Mayor of London’s Young Londoners Fund through either the large, medium or small grants round 1 or 2; or the Sport Unities Small Grant. The projects are variously funded to run from 12/2018 to 12/2022. In total £4.8m of grants has been provided to organisations that deliver in Tower Hamlets and other London boroughs (see Appendix 4). More specifically, £1.66m of the total Young Londoners Fund is delivered only in Tower Hamlets.

Name of organisation	Grant Amount 2019/20	Project title	Start Date	End Date
Poplar HARCA	£767,635	Get Involved	01/10/2018	31/10/2021
Kazzum Arts Project	£116,153	The Build Programme	01/01/2019	31/12/2021
Dawaitul Islam	£149,897	The Safe Campaign.	30/10/2018	30/11/2021
Newark Youth London	£144,375	AcE Futures	01/01/2020	31/12/2022
Osmani Trust	£150,000	Osmani Trust Project	01/01/2020	31/12/2022
Rich Mix Cultural Foundation	£149,577	Rich Mix and Grit	01/01/2020	31/12/2022
Shadwell Basin Outdoor Activity Centre	£98,496	ELMV Shadwell Basin Project	01/01/2020	31/12/2022
South Poplar and Limehouse Action for Secure Housing	£87,972	SPLASH Youth Engagement Project	01/10/2018	30/09/2021
Total annual funding	£554,701			
Total funding over 3 years	£1,664,105			

- 3.6.1. **Sport and wellbeing:** Sport can provide a focal point which allows young people to explore what they are capable of and inspire them to build a positive future. The Youth Hubs are well placed with excellent facilities attached or in the local vicinity to provide a range of activities for young people to participate as a wide variety of potential workforce related opportunities for young people, such as volunteering, work experience, qualifications and employment opportunities.
- 3.6.2. Taking into account the new priorities there is a clear need for the Youth Service to undertake transformation and restructure in order to better meet the needs of children, young people and the community of Tower Hamlets.
- 3.6.3. There is also a need to ensure that the Youth Service makes effective links and partnerships with those organisations that are funded to deliver in Tower Hamlets whether the Service commissions them or not. For example, through the Mayor of London Young Londoners Fund £554,701 of grants have been awarded to providers that deliver exclusively in Tower Hamlets; and through the Local Community Fund £554,286 per annum awarded to providers that deliver children and young people's projects. This means that an additional £1,108,987 is coming into the borough to support the delivery of additional youth activity and the youth service will capitalise on this.

3.7. Benchmarking

- 3.7.1. A benchmarking exercise was undertaken of eight inner London councils: Lambeth, Lewisham, Kensington & Chelsea, Islington, Camden, Hackney, Westminster and Greenwich. This showed that the vast majority of the 8 councils are reducing their spend on Youth Services and that some councils that had outsourced their provision had brought it back in-house. There was also a trend towards commissioning CVS youth providers.
- 3.7.2. The bench marking exercise has provided a broad understanding of the youth expenditure in other boroughs. However, it should be noted that what is presented in the table below does not reflect like for like expenditure on youth.
- 3.7.3. It is almost impossible to compare the youth expenditure budget across the London Councils, like for like, as different boroughs include different aspects of youth provision. For example, Camden and Hackney youth provision includes their Youth Offending Teams which is not the case in Tower Hamlets. The Youth Justice Service budget for Tower Hamlets is £1.2m.

Further, other local authorities may not have the LCF funding in addition to any specific commissioning activity.

Table 8			
Local authority	Outsource (yes/no)	Cost	Comment
Lambeth	No	£3.7m	The LA has had direct control of Youth Services since September 2019. The council has committed to investing an additional £1 million aimed at tackling youth violence, nearly £500,000 of Community Infrastructure Levy (CIL) for youth and play services and £800,000 directly in youth and play services.
Lewisham	Yes	£3m	In September 2016, the council setup Youth First, a community benefit society, to take over running its youth services, including the five youth centres, five adventure playgrounds in the borough, as well as a variety of commissioned services. Council's funding reduces by £150,000 over each year of the contract.
Kensington & Chelsea	Yes,	£4,020m (2017/18)	Epic community interest company (CIC). Created in January 2014, became the first public service youth mutual to spin out of local government.
Islington	Yes	£2.6m	Youth services in Islington are provided by several key partners, including two youth mutuals.
Camden	No	£4.068	Camden has three youth hubs which are directly run by the council. It also has the 'Camden Rise' website which is the place for Camden's young people to find activities, support and opportunities. In its 2019/20 budget, Camden spent £4.068 million on its integrated youth service; however, this also includes the youth offending team.
Hackney	No	£4.4m	Four neighborhood youth centres and the central hub at Forest Road. This also includes youth offending and targeted youth/early help services for young people.
Westminster	No		In 2019 the council reintroduced direct funding for youth services, pledging £500,000 a year
Greenwich	Yes	£1.1	Charlton Athletic Community Trust (CACT) has delivered the Royal Borough of Greenwich's universal youth provision, Young Greenwich, since April 2012.

3.8. The Budget

3.8.1. The Youth Service's profiled budget spend for 2019/2020 is set out below:

Table 9 Integrated Youth and Community Service	
	Original Budget 2019/2020
	£'000
Expenditure	
Employees (excluding Business Support)	1,821
Premises-Related Expenditure	66
Transport-Related Expenditure	2
Supplies & Services	261
Commissioning	941
Support Services	196
Depreciation and Impairment Losses	66
GROSS EXPENDITURE	3,353
Income	
Other Grants/Reimbursements and Contributions	(144)
GROSS INCOME	(144)
NET EXPENDITURE/(INCOME)	3,209

3.8.2. Business support is due to be centralised in 2020 and that staffing budget of £399,000 has not been included in the above table.

3.8.3. As at month 9 (2019/20) the Youth Service was projecting to break even at the end of the financial year. It can be seen that the Youth Service has the capacity to deliver savings within the context of its 2019/2020 budget and in-line with the MTFS savings proposal.

3.9. Recommendation for change

3.9.1. It is proposed that the Youth Service should deliver a mixed economy of youth provision that will offer greater economies of scale to better and more effectively use the Youth Service budget following the implementation of the MTFS savings. The mixed economy youth provision will include:

3.9.1.1. **Commissioned universal Youth Hubs and specialist projects:** Given the better value for money demonstrated by the current commissioned services, it is proposed that, in future, the commissioning model should be expanded to

encompass the full range of universal Youth Hub provision and specialist projects. These would utilize both our high-quality in-house Youth Hubs and partner premises such as in schools or the CVS. Universal youth work could be delivered in a variety of formats including, for example, through detached youth work which would deliver in locations of greatest need. Specialist commissioned projects could focus on particular groups, for example, SEND, LGBTQi provision or particular programmes such as arts and sports. The details of these specialist commissioned projects will need to be considered further.

3.9.1.2. **New youth provider contracts:** Future contracts awarded to the VCS will provide greater consistency and standardisation to include targets for working with groups that are underrepresented in the youth service and those that need additional support, for example, girls, SEND, faith some and ethnic groups that are underrepresented in the service. Network meetings will provide opportunities for providers to collaborate and enhance the youth offer further.

3.9.1.3. **Core youth service central staffing:** It is proposed the council retain a core internal youth offer comprised of:

- **Commissioning and data team:** Contract management and governance; data analysis, Inspections, quality assurance.
- **Youth Voice and Empowerment:** Supports the Youth Council, Children in Care Council, Young Carers, and Young Mayor; working across the council to ensure high youth participation and engagement in local democracy and support networks.
- **Targeted Youth Work team:** This new team will deliver one-to-one work targeted work with vulnerable young people alongside early Help, Integrated Early Years' Service, and Youth Justice; and with other internal and external partners, using referral pathways to support young people.

- **Commissioned Projects:** The commissioned Youth Hubs and specialist projects, this may include the commissioning of SEND, LGBTQi and Arts Provision. Arts may no longer be delivered internally.
- **Management:** The strategic leadership of the Youth Service, oversees the in- house supported programme youth work teams. Develops and maintain partnerships with Early Help, Integrated Early Years' Service, Youth Justice, and other internal and external partners.

3.9.2. Appendix 5 sets out the proposed structure. Table 10 below sets out the costs associated with the proposed structure

Table 10 Proposed Youth Service Budget		
		Proposed Budget 2021/2022
		£'000
Expenditure		
Employees (excluding Business Support)		
Commissioning Function	£108k	
Data Function	£ 44k	
Targeted Youth Work Team	£485k	
Youth Voice and Empowerment	£200k	
Management Function	£ 79k	916
Premises-Related Expenditure		66
Transport-Related Expenditure		2
Supplies & Services		261
Commissioning		1,179
Support Services		196
Depreciation and Impairment Losses		66
GROSS EXPENDITURE		2,686
Income		
Other Grants/Reimbursements and Contributions		(144)
GROSS INCOME		(144)
NET EXPENDITURE/(INCOME)		2,542

3.9.3. For the purpose of calculating the annual expenditure associated with the proposed restructure it is assumed that the 2019/20 expenditure costs (premises, transport, supplies and services; depreciation and impairment losses) of £591k; and income of £144k remain the same. As a result, the overall

expenditure associated with the newly proposed service is **£2.542m** per annum. The transformed Youth Service will work with internal and external partners to produce better outcomes in response to identified needs.

- 3.9.4. The calculations in Table 10, above, are based on current terms and conditions and do not reflect the implementation of Tower Rewards. If Tower Rewards is implemented as currently stated then salary costs will increase.
- 3.9.5. Table 10, assumes that all staff have reached the top of the relevant grade.

PART B

3.10. A new contract for existing CVS commissioned Youth Hubs and specialist projects:

The Youth Service currently commissions the CVS to provide universal activity through Youth Hubs in 10 wards. Each commissioned LOT is valued at a maximum £80,000 per annum. Table 10, below, sets out the total amount of contracts and value per LOT.

Table 11 Commissioned Universal Youth Hubs				
Lot	Contract number	Ward	Youth Hub (Provider)	Contract Value
Lot 1	CS5218A	Shadwell	St Marys Youth Hub (Society Links)	£80,000
Lot 2	CS5218	Stepney Green	Exmouth Youth Hub (Newark Youth)	£77,850
Lot 3	CS5218	Poplar	The Workhouse Hub (PH)	£80,000
Lot 4	CS5218	Lansbury	Spotlight Youth Hub (PH)	£80,000
Lot 5	CS5218	Spitalfields & Banglatown	Osmani Youth Hub (Osmani Trust)	£78,008
Lot 6	CS5218	Mile End	St Paul's Way Youth Hub (PH)	£80,000
Lot 7	CS5218	Bromley North	Linc Youth Hub (PH)	£80,000
Lot 8	CS5218	Bromley South	Ian Mikardo Youth Hub (PH)	£80,000
Lot 9	CS5218	Bow West	Street & Detached Provision (PH)	£80,000
Lot 10	CS5218	Bow East	Eastside Youth Hub (Poplar Harca)	£80,000
Total Contract Value				£795,858

3.10.1. There are three specialist provisions which offer a borough wide service to all our young people. These are special services and meet specific needs of young people which could not be offered either through in-house or commissioned hubs. However, as part of the transformation phase there may be a possibility to offer such services directly from the hubs.

Table 12 Commissioned Specialist Projects			
Project name	Contract number	Description	Contract Value
Step Forward	RFQ	Project providing youth activities and support to Lesbian Gay Bisexual, Transgendered and Questioning (LGBTQ) young people aged 12 to 19, and up to age 25 if they have a learning difficulty or disability.	£25,000
The Tower Project	CS5217	Provides support positive activities to children and young people, aged 12 to 25, who have Special Education Needs and Disabilities young people	£50,000
Half Moon Theatre	RFQ	Provides a pilot junior youth activity programme for children aged 11 to 12 in the form of a term-time only targeted programme; and a universal access holiday programme.	£70,000
Total Contract Value			£145,000

- 3.10.2. The total value of commissioned youth contracts is £940,858.
- 3.10.3. The new contract is being requested from 1st April 2020 to 31st March 2021.
- 3.10.4. This new contract is being requested to allow for continuity of service provision whilst the Youth Service to be restructured as proposed in Part A of this report. The 12 months of the extension will allow for the restructure to be completed.
- 3.10.5. The Youth Service Review findings will help inform new 2021 contract specifications for CVS commissioned youth activity providers.
- 3.10.6. The Youth Service's current specification for commissioned contracts is very output based and the newly devised contract specification will focus on the delivery of outcomes.

4. CONCLUSION/NEXT STEPS

- 4.1. If Cabinet agrees to the proposed restructure of the Youth Service, it will commence in March 2020 and conclude in March 2021.
- 4.2. If Cabinet agree to issue new contracts to existing commissioned providers. These will commence from 1st April 2020 to 31st March 2021.
- 4.3. A series of meetings will be held with key stakeholders, including young people and parents, to make them aware of the changes.
- 4.4. The Handling Organisational Change procedures will be followed for the Youth Service transformation including full consultation with staff.

5. EQUALITIES IMPLICATIONS

- 5.1. A full equality impact assessment will be undertaken as part of the restructure process

6. OTHER STATUTORY IMPLICATIONS

- 6.1 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.

7. COMMENTS OF THE CHIEF FINANCE OFFICER

- 7.1. The Youth Service currently has a budget of £3.606m of which £941k is spent on externally commissioned provision. However, £399k of this budget relates to business support which is been centralized in 2020 and hence excluded from the proposed changes to the youth service. The service is projecting a balance position at the year end.
- 7.2. The restructuring of the Youth Service is underpinned by the MTFS savings proposal. The total savings target for the service is £667k. The detail of these savings are to be achieved through *transformation of service delivery following the Youth Service Review (SAV / CHI 004 / 20-21)* which will save £50k in 2020/21 and £450k in 2021/22; and the *rationalisation and development of early help services from conception to age 25 (SAV / CHI 001 / 20-21)* which will save £167k.
- 7.3. The recommended proposal on this report is for the Youth Service provision to be delivered through a mixed economy. The available expenditure associated with restructure is £2.542m (assuming other budgets are unchanged including supplies and services; transport; support services; depreciation and impairment loss; and premises related expenditure).
- 7.4. Therefore, based on the above the MTFS savings required from this restructure are deliverable.

8. COMMENTS OF LEGAL SERVICES

- 8.1. The Council has the legal power to operate its Youth Service as a mixed economy service. The Council has the legal power to purchase any or all of its services from external providers and or

to create its own external trusts and companies from which it can buy the services.

- 8.2. In the event that the Council determined to set up some form of owned company or trust to deliver part of the service the Council would be entitled to purchase services from the set up organisation without further competition provided the Council can demonstrate that it has the same level of control over the set up organisation as it does over own of its own departments.
- 8.3. Where the Council intends to purchase further services for the provision of Youth Services the Council will undertake a competitive exercise in respect of each purchase. However, in general the services fall under Part 3 of the Public Contracts Regulations 2015. This means that where the value is high, the contract opportunity will need to be advertised in the European Journal. However, the procurement process itself does not need to follow a prescribed format, provided that overall process complies with the general treaty principles of openness, transparency and non-discrimination.
- 8.4. Where the Council decides to purchase a service externally when previously the same service was provided in house, then the Council will need to consider any staffing issues which may include the need for consultation.
- 8.5. The Council must ensure that it complies with its obligations under the Equality Act 2010. Therefore, as each part of the service is renewed, the Council will undertake Equality Assessments in order to determine whether or not the decisions that are under consideration will have an impact on persons with a protected characteristic. The Council will also undertake such other actions as are reasonably necessary to understand the impact which may include consultation. This will be undertaken at a point where the final decisions are still at a formative stage in each case.
- 8.6. These are services that need to be provided as they relate to vulnerable people. The Council has a statutory duty to provide appropriate local youth services to improve young people' well-being. A disruption to these services will therefore expose the Council to risk. It is clear from the report that a one off contract with current providers will enable the Council to prepare a new specification to reflect the services restructure and go out to tender upon contract expiration. This shows that there is no intention to avoid competition.

Appendices

- Appendix 1 Attendance pattern for the in-house Youth Hubs
- Appendix 2 Current Youth Service Structure
- Appendix 3 Local Community Fund Projects
- Appendix 4 List of Mayors Young Londoners Fund
- Appendix 5 Proposed Youth service Structure
- Appendix 6 The Youth Service Review Survey Findings Report

Background Documents

- None

Officer contact details for documents:

Ronke Martins-Taylor, Divisional Director, Youth and Commissioning
Ronke.martins-taylor@towerhamlets.gov.uk

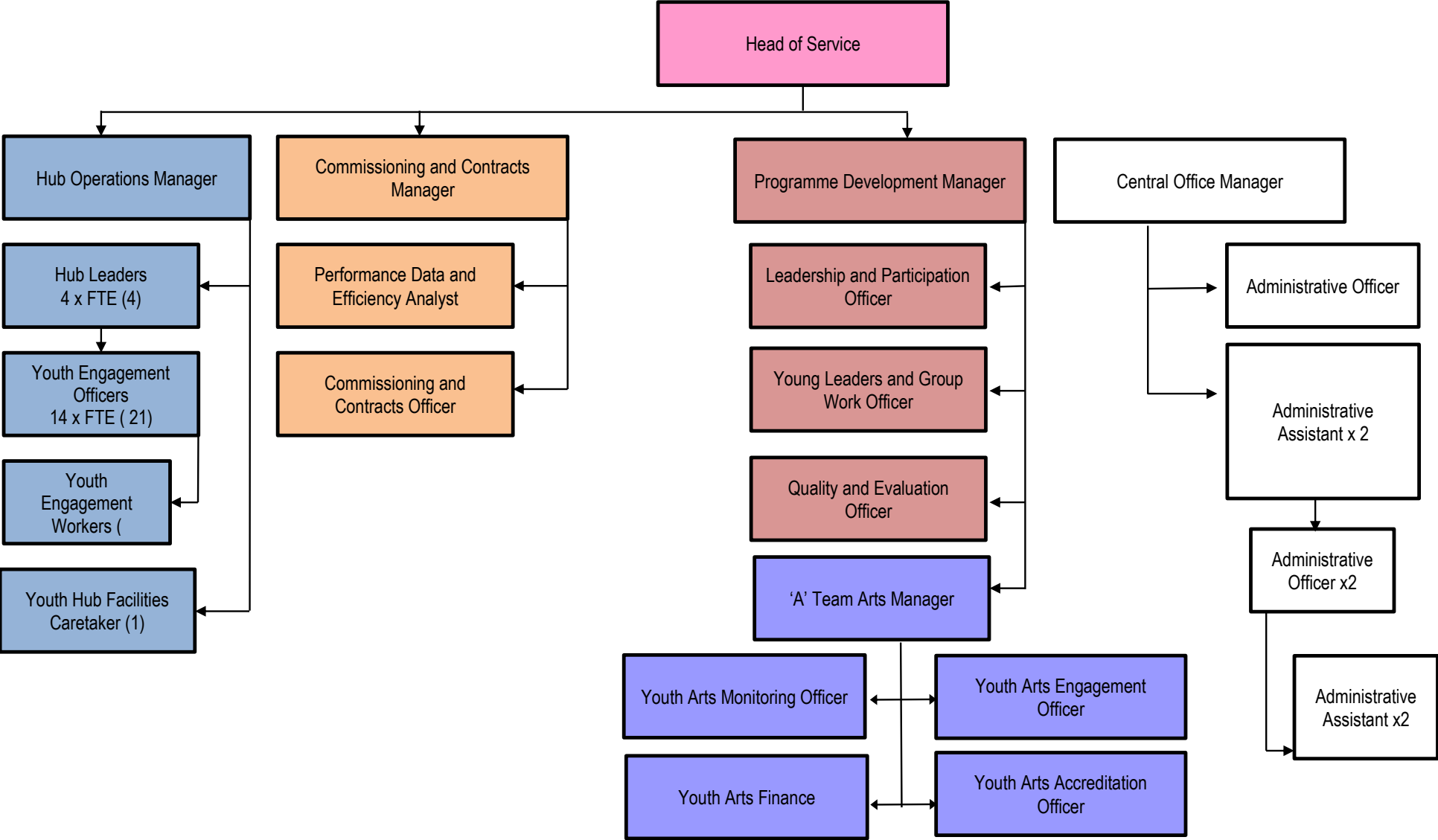
Appendix 1.
Attendance pattern for the in-house Youth Hubs
April 2019 – December 2019

Youth HUB	Aggregate Attendance					Total Aggregate Attendance	Unique Young People
	Mon	Tue	Wed	Thu	Fri		
Christian St	875	1296	871	883	911	4836	314
Collingwood*	n/a	16	13	98	917	1044	276
Columbia	762	847	822	1024	860	4315	322
Haileybury	642	613	659	532	636	3082	642
Limehouse*	176	270	415	442	7	1310	142
St Andrews Wharf*	46	149	77	295	30	597	158
Tramshed*	519	530	856	529	294	2728	207
Wapping	280	291	308	342	316	1537	95

- Over the stated period 2156 unique young people attended the youth hubs, on 19,449 occasions; average attendance 9 occasions.
- On any week day night, an average of 97 young people attended a session across the 8 in-house hubs.
- The night attendance ranges from 4 – 16 per night.
- Young people across the 8 in-house hubs, attend the youth hubs more on Tuesday - Fridays.

* Please also note that some numbers are significantly low as some centres are still uploading data.

Appendix 2.
Current Staff structure: Tower Hamlets Youth Service



Appendix 3
Local Community Fund

Theme	Organisation	Short Project Description	Geographic Area served	Recommend (Total 42 months) £
Theme 1 - Scheme A: Children, Young People and Families	Canaan Project	Canaan Project - Isle of Dogs: The project provides activities for young women aged 11-19 on the Isle of Dogs. Working with George Green's school and Café Forever we offer activities including cooking, craft, sports, and inspirational workshops at our weekly lunch and after school clubs as well as opportunities to join us for regular trips.	Island Gardens, Canary Wharf, Blackwall and Cubitt Town	104,111
Theme 1 - Scheme A: Children, Young People and Families	Half Moon Young People's Theatre	Professional Theatre and Inclusive Participatory Drama for young people: Professional theatre shows and inclusive participatory drama opportunities in an accessible and welcoming venue. The activity is for children and young people from 0-18 (or 25 for disabled young people) from all backgrounds and abilities from across Tower Hamlets, providing free access support to anyone who needs it.	Borough wide	133,746
Theme 1 - Scheme A: Children, Young People and Families	Newark Youth London	Girls in Action: Our project aims to increase access to regular youth services by girls and young women so they develop their confidence and lifeskills; make them resilient and enable them to participate in a six month social action project and other learning opportunities so they develop their leadership, communication and organisational skills.	Borough wide, Limehouse, Shadwell, Whitechapel, Stepney Green, St Dunstan's	70,634

Theme 1 - Scheme A: Children, Young People and Families	Osmani Trust	Family Mentoring Project (FMP) 'Early Help' : The project aims to provide through family mentoring a range of Early Help support to children, young people and their families to help them overcome their immediate challenges and meet their needs in order for them to thrive in healthy and safe families.	Borough wide	126,000
Theme 1 - Scheme A: Children, Young People and Families	St Hilda's East Community Centre	St. Hilda's Girls Driven Project is an inspirational initiative designed to support, inspire, drive girls and young women to reach their full potential and realise their authentic ambitious life goals. Enhance core skills, confidence, grit, motivation, equality and leadership by building on current and long heritage of successful girls work.	Weavers, Bethnal Green	57,624
Theme 1 - Scheme A: Children, Young People and Families	Stifford Centre Limited	Stifford Young Girls Project : The Project will run a Young Girl's Club that will offer disadvantaged young girls a safe space in which they can socialise, participate in a range of activities that encourage their wellbeing, improve confidence and learn skills that are useful for their future development.	St Katherine's and Wapping, Shadwell, Whitechapel, Stepney Green, St Dunstan's	50,974
Theme 1 - Scheme A: Children, Young People and Families	The Yard Theatre Ltd	Tower Hamlets Teens : This project offers free, fortnightly youth leadership workshops, weekly drama workshops, summer masterclasses, and schools performances for Tower Hamlets teenagers. Delivered at Tower Hamlets assets, Hub67, The Yard, and local schools, it increases access to youth services, improves participants' health and wellbeing through cultural activities, and supports community cohesion through public events.	Borough wide, Bow West, Bow East	129,196
Theme 1 - Scheme D: Healthy living and healthy choices	London Tigers	Exercise in health: BAME women, children and young people : Exercise for health project delivers a series of sports, physical activities and health-related workshops for women, young people and children to make positive choices about their health and wellbeing. It will provide pathways to stay involved, excel in sports, and develop healthier habits for life.	Blackwall and Cubitt Town, Bromley North, Whitechapel, Stepney Green, St Dunstan's Weavers	149,590

Theme 1 - Scheme D: Healthy living and healthy choices	Mudchute Association	Playing out at Madchute: We will use Mudchute's unique natural facilities to provide a range of freely chosen play opportunities in a safe, stimulating environment. Enabling children access to participate in freely chosen, innovative leisure and sporting activities will promote; exercise, healthy eating, social and life skills through the process of 'Learning through Play'	Borough wide, Canary Wharf	70,000
Theme 1 - Scheme D: Healthy living and healthy choices	Newark Youth London	The Healthy-Active-Together (HeAT): The project will offer a wide range of sports and physical activities across the borough with the objective of engaging inactive young people (10 to 25) and their families in regular sports and physical activities to improve health and wellbeing, and reduce isolation and exclusion.	Borough wide, Limehouse, Shadwell, Whitechapel, Stepney Green, St Peter's, Bethnal Green	98,399
Theme 1 - Scheme D: Healthy living and healthy choices	The Royal Society for Blind Children	Live Active, Live Well Tower Hamlets: The project will enable 60 blind and partially sighted young people aged 8-25 to gain the confidence and motivation to participate in physical activities and inform their ability to make healthier choices over the next three years.	Borough wide	63,463
Theme 1 - Scheme E: Improved inclusion, health and well-being outcomes for disabled people and people experiencing mental health issues	St Hilda's East Community Centre	St Hilda's Surjamki Disabled Youth Project: The Surjamuki disabled youth project supports young people with learning and physical disabilities across Tower Hamlets, offering a range of educational and recreational opportunities and free wheelchair accessible minibus transport.	Borough wide	45,231

Theme 2 - Scheme B: Online Safety	SocietyLinks Tower Hamlets	The E-Safety Champions: The project will train local women to become 'champions' for e-safety in the community. Weekly workshops will cover all areas of online safety. Once trained, our champions will go into schools and community groups to spread their knowledge to young people and parents/carers through presentations and workshops	Whitechapel	20,293
Theme 2 - Scheme B: Online Safety	Sporting Foundation	Building Digital Resilience: Sporting Foundation will build the digital resilience of children and young people and raise the awareness of online safety with parents so that as families they are safe from risk and able to utilise digital resources and managed effectively and reduces harm.	Borough wide	30,811
Theme 4 - Scheme B: Reducing barriers to employment for disadvantaged groups	St Giles Trust	Choices Tower Hamlets: We will support NEET Young people who are facing multiple disadvantages to access education, skills development and employment. The project will deliver credible, consistent and holistic work via individualised one-to-one support, supporting the young person to address and overcome barriers to raise their aspirations and towards reaching their potential.	Borough wide	198,800
Theme 4 - Scheme C: Support focused on increasing access to art and cultural industries	Auto Italia South East	Learning Live! is a training and mentoring programme designed to support young people in Tower Hamlets progression into higher education courses, with the aim to aim to increase access into the art and cultural industries.	Borough wide	38,500
Theme 5 - Scheme A: Reduction in the exploitation of children, young people and other vulnerable groups	Kazzum Arts	Build: The project will support young people excluded from mainstream education, currently educated at a pupil referral unit (PRU) in Tower Hamlets. Students in this setting are at risk of exploitation and coercion into criminal activity. Through a programme of creative activities our project will develop confidence, emotional literacy and interpersonal skills.	Bethnal Green	63,552

Theme 5 - Scheme A: Reduction in the exploitation of children, young people and other vulnerable groups	Osmani Trust	Schools and Community Resilience Programme: This proposal seeks to: 1. transform and change the attitudes and behaviour of secondary school children; improving their confidence, critical thinking skills and emotional intelligence. 2. Deliver a peer programme engaging young people as ambassadors to their peers, changes attitude, promotes understanding, increase community cohesion and ultimately empowers young people.	Borough wide	125,843
Theme 5 - Scheme A: Reduction in the exploitation of children, young people and other vulnerable groups	Streets of Growth	The Resilient Young Leaders Programme: The Project is an innovative, impactful initiative led by and for young people (15-19 years) to enable young people to build skills and capacity to feel safe, confident, and responsible when demonstrating the community safety and positive change they want to see in their neighbourhoods.	Borough wide	90,356
Theme 5 - Scheme B: Improving the perception of young people in the community	Four Corners Ltd	Into Focus Photography Project: offers an intergenerational photography project for 24 people each year (12 young people aged 14-25 years and 12 over-50s). Groups will create work for a final exhibition, focusing on social perceptions and misconceptions between older and younger people to promote positive attitudes and increasing mutual understanding.	Borough wide, Poplar, Lansbury, Bow West, Bow East, Shadwell, Stepney Green, Bethnal Green	58,044
Theme 5 - Scheme B: Improving the perception of young people in the community	Leaders in Community	Project Connect: A group of young people recruited by LiC will collaborate with older people to design a programme of activities and celebrations, which enable long-term social connections to be made, and ideas and points of view to be exchanged. The outcomes of the activities will be shared with the wider community.	Borough wide	68,391

<p>Theme 5 - Scheme C: Services for people affected by domestic violence or other unsafe circumstances</p>	<p>Look Ahead Care and Support</p>	<p>Domestic Abuse Children's Worker: A specialist Domestic Abuse Children's Worker to support children who are vulnerable due to early exposure to domestic abuse. Providing emotional support through age appropriate engagement, e.g. play, to address challenges faced by children living at our LBTH Domestic Abuse Service and in the community.</p>	<p>Borough wide</p>	<p>141,825</p>
				<p>1,935,383</p>

Appendix 4
List of Young Londoners Fund Projects delivered in Tower Hamlets

Organisation	Type of Young Londoners Fund project	Grant value £	Project description	Borough(s) delivered in
SocietyLinks	Young Londoners Fund Small Grant Round 1	£90,000	Tunes against Knives: This project works with young people at risk of involvement in knife crime by involving them in a programme of preventative music and educational activities. The project includes works shops in music studios, production of music videos to highlight the dangers of knives, educational workshops and engagement with local families.	Tower Hamlets, Newham, Hackney
Poplar HARCA	Young Londoners Fund Large Grant Round 1	£767,635	GET INVOLVED: This 3 year project is funded by the Young Londoners Fund to provide 3 youth hubs in Bow East, Mile End and Bromley South . Each hub delivers over 3 evenings per week for 50 weeks each year. The project is funded to engage 900 unique young people each year under three themes: Get Active, Get Creative and Get Inspired . The focus of activity is on sports, arts, volunteering and, accreditation.	Tower Hamlets
Kazzum Arts Project	Young Londoners Fund Medium Grant Round 1	£116,153	The Build programme: This project works with Key Stage 3 and 4 students, using trauma-informed practice and creative processes to develop participant's ability to make positive choices and to increase the emotional literacy and communication skills of vulnerable young people through the introduction of psycho-education and restorative approaches to increase participant's capacity for self-reflection, problem solving and reducing the risk of engagement in criminal activity.	Tower Hamlets
Dawaitul Islam	Young Londoners Fund Medium Grant Round 1	£149,897	The Safe Campaign: This project will work with 800 vulnerable young people to engage, raise awareness and capacity-build in order to foster community resilience against gang violence with strategies for leading more positive lives. 120 certified Community Organising and sports leadership-trained Safe Mentors will outreach, engage and support particularly hard-to-reach peers.	Tower Hamlets

Newark Youth London	Young Londoners Fund Medium Grant Round 2	£144,375	AcE Futures: This project works through Newark Youth London's network of 6 youth clubs with 500 10-21 year olds. The project offers youth club coordinated provisions, after-school writing labs, sports activities, and a developmental programme to divert young people away from crime and violence, build resilience, and develop skills and capabilities.	Tower Hamlets
Osmani Trust	Young Londoners Fund Medium Grant Round 2	£150,000	This project provides intensive 1-2-1 mentoring to young people aged 13-21 years old to help them make cognitive behaviour change; stop their involvement in violence and criminal activities and enable them to make positive choices in life. Referrals are either from the Metropolitan Police of young people identified as being at early risk of involvement in violence, criminal activities and who have Anti-Social Behaviour (ASB) warnings or Community Protection Notice (CPN) warnings; or, young people are referred by the Pupil Referral Unit.	Tower Hamlets
Rich Mix Cultural Foundation	Young Londoners Fund Medium Grant Round 2	£149,577	Rich Mix and Grit: This project works with 20 young people per year who are aged 16-18 and who are Not in Employment, Education or Training to provide a 9 month programme of intensive coaching and personal development, creative skills support and development, and hands-on work experience of the creative sector.	Tower Hamlets
Shadwell Basin Outdoor Activity Centre (Also Known as ELMV Shadwell Basin Project)	Young Londoners Fund Medium Grant Round 2	£98,496	This project works with young people at risk of exclusion and isolation to provide a pathway towards employability. The project uses outdoor and adventure sports activities to support achievement. The project provides physical skill acquisition sessions, supportive workshops and mentor sessions covering team work, leadership, communication and focusing on growing confidence.	Tower Hamlets
South Poplar and Limehouse Action for Secure Housing	Young Londoners Fund Small Grant Round 1	£87,972	SPLASH Youth Engagement Project: This project work with hard to reach young people offering a daily drop in sessions, appointment-based sessions, training and workshops for developmental needs.	Tower Hamlets
Catalyst In Communities	Young Londoners Fund Large Grant Round 2	£270,000	This project support participants to explore their life-stories, attitudes and beliefs; enabling them to resolve personal challenges / conflicts via Coaching, Residential Intensive Trips and Digital Media / Film. The project focuses on working with young-people who are excluded / offending or at-risk of either.	Newham, Tower Hamlets , Waltham Forest

Bromley by Bow Centre	Young Londoners Fund Medium Grant Round 2	£149,779	This project works with young people aged between 15 and 21 vulnerable to engaging in criminal activity. The project offers an individualised action plan and programme to develop personal and employability skills.	Newham, Tower Hamlets
Fight for Peace International	Young Londoners Fund Medium Grant Round 2	£148,725	Fight for Peace (FFP): Works with at risk young people, providing them with the expertise, training and time they need to maximise the unique position coaches have in the lives of young people. The project offers support during sports sessions.	Newham, Greenwich, Tower Hamlets , Waltham Forest
St Giles Trust	Young Londoners Fund Medium Grant Round 1	£149,250	Be WISE: This project delivers work with the young people to address their specific needs, building on a small pilot service. The project works to support young people to make progress in education, training and employment and build a positive crime free future. The project works in partnership with employment services, St Giles Trust's London SOS gang exit/youth violence service and established partners.	Islington, Newham, Tower Hamlets
Ministry of Stories	Young Londoners Fund Medium Grant Round 2	£142,497	This project provides after-school writing labs for 10-16 year olds by using writing and one-to-one mentor support. The project also use writing to build confidence, wellbeing and literacy skills.	Hackney, Tower Hamlets
Headliners (UK)	Young Londoners Fund Medium Grant Round 1	£140,671	#Unfiltered: This project works with young people with special educational needs enabling them to carve out a safe space for themselves within schools and alternative education provision to tackle some of the underlying vulnerabilities that often lead this cohort into criminal activity. The project will use media and journalism tools to engage young people in debate.	Hackney, Islington, Tower Hamlets
Shoreditch Trust	Young Londoners Fund Medium Grant Round 2	£149,994	Blue Marble Training: This project works with young people at risk of crime and exclusion, providing kitchen-based chef and bakers training in a live restaurant environment, and wraparound support to trainees and families. The project focuses on young people whose needs aren't being met through traditional models of education, training and employment, supporting their transition into independent living and meaningful employment.	Hackney, Islington, Newham, Tower Hamlets , Waltham Forest
TransformUK	Young Londoners Fund Small Grant Round 2	£85,230	WordFORWARD: This project uses creative writing and music production to help at-risk young people explore their emotions.	Hackney, Islington, Newham, Tower Hamlets

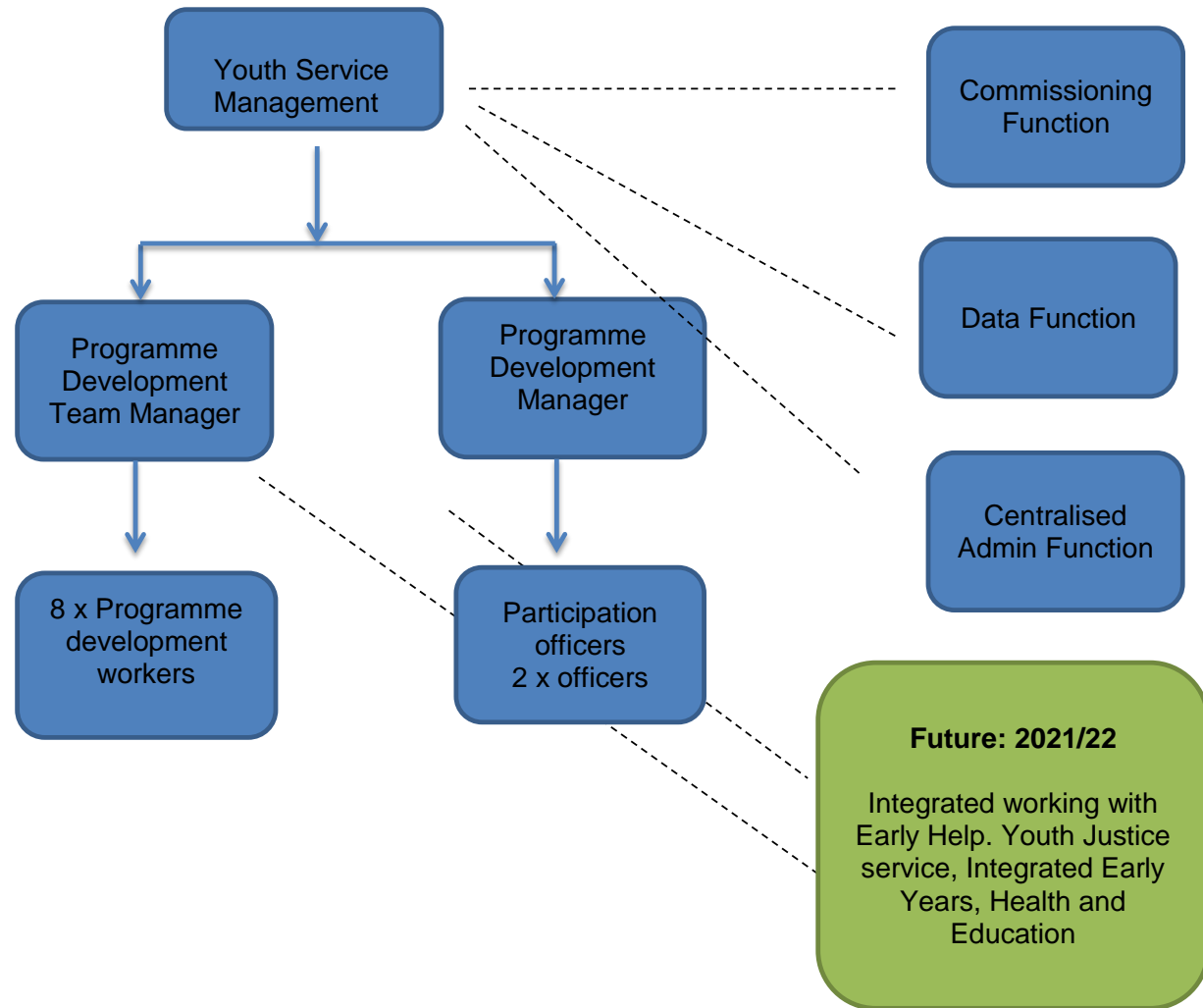
Free to Be Kids	Young Londoners Fund Small Grant Round 1	£72,000	Thrive Outside Programme: This project provides therapeutically-structured/nature-based residential programmes, mentoring and a Young Leader's programme to support vulnerable children.	Hackney, Islington, Lambeth, Lewisham, Newham, Southwark, Wandsworth, Tower Hamlets
Hackney Play Association	Young Londoners Fund Small Grant Round 2	£90,000	My Space: This youth led project works with young people at risk of involvement in criminal activity. Activity programmes will be delivered from 3 adventure playgrounds in Hackney. Activities include environmental awareness, creation of safe spaces, positive engagement with police and emergency services, and education and accredited skills development.	Hackney, Haringey, Islington, Tower Hamlets
ELATT	Young Londoners Fund Medium Grant Round 1	£147,516	Connected Youth: This project is a reengagement programme for young East Londoners aged 14-21 who are at risk of exclusion and have not yet succeeded within mainstream education settings due to SEND or other additional needs. The project offers an holistic package including wraparound support and one-to-one mentoring leading to taster sessions to formal training or work experience.	Hackney, Haringey, Islington, Newham, Tower Hamlets , Waltham Forest
ThinkForward	Young Londoners Fund Medium Grant Round 1	£148,500	My City, My Future: This project works with disengaged young people to develop the mindset and skills needed to make positive choices, improve their wellbeing and gain employment. The project offers a coaching programme to	Hackney, Haringey, Haringey, Islington, Lewisham, Newham, Redbridge, Tower Hamlets , Waltham Forest
Football Beyond Borders	Young Londoners Fund Medium Grant Round 2	£114,225	This project works with 120 disadvantaged young people, per year, who are at risk of exclusion or criminal involvement. The project combines classroom project-based learning activities with outdoor football sessions. The project organises trips to inspirational professional offices. Participants are drawn from the 600+ young people that attend FBB's existing schools' programmes.	Croydon, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets
Black Training and Enterprise Group	Young Londoners Fund Medium Grant Round 1	£150,000	Route2Success: Works with BAME young people aged 10-18 to provide positive role models from similar backgrounds, supporting with careers advice, entrepreneurial skills, making positive choices and guidance to overcome obstacles. The project links with with Schools, Pupil Referral Units, Young Offender Institutions and Prisons providing workshops delivered by volunteer role models.	Croydon, Enfield, Greenwich, Hackney, Haringey, Lambeth, Lewisham, Tower Hamlets , Waltham Forest


Word On The Curb	Young Londoners Fund Small Grant Round 1	£34,500	This project seeks to upskill 'at risk' largely BAME young people aged 16-21 providing them with skills in content film production and creation for online publication and employment opportunities. Young people will be supported to find gainful employment in the media industry.	Camden, Hackney, Newham, Tower Hamlets , Waltham Forest
Islington Somali Community (ISC)	Sport Unites Small Grant	£62,075	ISC Links: Works with young Somalis at risk of anti-social activity and isolation in weekly sports activities to improve fitness, team work and leadership skills. The project includes a Job Club with mentoring support to encourage progress into training and employment.	Camden, Hackney, Islington, Tower Hamlets
The Film and Video Workshop	Young Londoners Fund Medium Grant Round 2	£104,017	This project provides support to 72 young people aged 16-21 with special educational needs and disabilities at risk of exclusion or involvement in criminal activity. Referrals are via City and Islington College. The project offers a tailored work experience programme, one day a week, for between 4 to 12 months in a media production company, or a computer and tech repair workshop.	Camden, Hackney, Haringey, Islington, Tower Hamlets
Element	Young Londoners Fund Small Grant Round 2	£78,000	Element Creative Arts Projects and Network with Care Leavers: This project offers creative projects and an alumni network to care leavers (16-21) across London. The projects will use visual art, performance art and creative writing as a way for participants to explore their strengths, motivations, and identity, and provide the opportunity to get a qualification.	Brent, Kensington & Chelsea, Tower Hamlets , Waltham Forest, Westminster
Deafinitely Theatre	Young Londoners Fund Small Grant Round 2	£73,505	Deafinitely Youth Company: This project works with deaf young people in London, by providing a drama training scheme offering more than 45 workshop, production, work experience and training/development activities. The project aims to empower deaf participants to develop vital social skills and confidence, gain qualifications and undertake work experience so they can integrate more fully into mainstream society.	Brent, Ealing, Harrow, Hillingdon, Hounslow, Kensington & Chelsea, Merton, Tower Hamlets , Waltham Forest

Serious About Youth (SAY)	Young Londoners Fund Small Grant Round 1	£66,000	Construkt: This project works with young people in South London, particularly from disadvantaged backgrounds and Croydon, to introduce them to the range of fantastic career pathways in the construction/engineering sector to highlight that there are positive pathways that they can pursue and to give them access to businesses, professionals and opportunities.	Bexley, Bromley, Croydon, Greenwich, Kensington and Chelsea, Kingston upon Thames, Lambeth, Lewisham, Merton, Newham, Richmond upon Thames, Southwark, Sutton, Tower Hamlets , Wandsworth, Westminster
National Youth Theatre of Great Britain	Young Londoners Fund Small Grant Round 2	£89,673	Skills for Life through Inclusive Drama: This project works with young people with learning disabilities. The National Youth Theatre is working with Samuel Rhodes Special School in Islington to develop a model of creative education and employment opportunities to help reduce the risk of involvement in criminal activity among young people with learning disabilities.	Barnet, Brent, Camden, Hackney, Islington, Tower Hamlets
Wac Arts College	Young Londoners Fund Medium Grant Round 1	£146,576	Stay Safe project: This project works with to young people that attend Wac Arts College, their peers who are at risk, as well as younger children and young people who find themselves in alternative education without some form of early intervention. The project delivers positive activities and educational activities.	Barnet, Brent, Camden, Enfield, Hackney, Hammersmith & Fulham, Haringey, Islington, Kensington & Chelsea, Tower Hamlets , Westminster
Key4Life	Young Londoners Fund Medium Grant Round 1	£149,880	This project offers a range of interventions including intensive weekly support for young males released from prison and those who are at risk in the community, training ex-offender role models to broker positive discussions between young people and the police and delivering youth-led assemblies and workshops at London schools.	Barnet, Brent, Camden, Ealing, Hammersmith and Fulham, Harrow, Hounslow, Kensington and Chelsea, Lambeth, Southwark, Tower Hamlets , Westminster

<p>LifeLine Community Projects</p>	<p>Young Londoners Fund Medium Grant Round 1</p>	<p>£146,722</p>	<p>Street Lives: This project work with young people at-risk of exclusion and involvement in criminal activity by providing them with opportunities to improve their wellbeing, resilience and to make meaningful engagement in school and the community. The project offers creative music workshops, mentoring and extracurricular activities</p>	<p>Barking and Dagenham, Havering, Newham, Redbridge, Tower Hamlets, Waltham Forest</p>
<p>Newham All Star Sports Academy (NASSA)</p>	<p>Young Londoners Fund Medium Grant Round 2</p>	<p>£134,920</p>	<p>This project works with young offenders and those at risk of offending on the realities of knife crime and gang culture. The project will support around 400 young people to attend knife crime workshops run in partnership with the Metropolitan Police; gain basketball coaching and officiating qualification; be trained in First Aid; receive mentoring and careers advice from NASSA's team of Mentor Leaders; learn about every facet of the London Air Ambulance; and, attend talks by healthcare professionals (doctors, paramedics) and receive careers advice on joining the emergency services.</p>	<p>Barking and Dagenham, Hackney, Newham, Redbridge, Tower Hamlets, Waltham Forest</p>

Appendix 5
Proposed Staff Structure: Tower Hamlets Youth Service



Executive Decision Individual Decision Notice	 TOWER HAMLETS
Decision Maker: Mayor's Executive Decision Making, Not before 16th Apr 2020	Classification: Unrestricted
New Youth Activity Contracts 2020/21	

Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – notice is required to be given of the intention to take Executive Key Decisions.

Notice is given either through an Individual Decision Notice or through the Forward Plan. Notice must normally be given 28 Days' before the decision can be taken.

Key Decision? No	Ward(s) All Wards
Summary of Decision	<p>This report sets out a request to award a new, one year one off contract, without competition, to the existing commissioned voluntary sector youth activity providers from 1st April 2020 to 31st March 2021 with a 5% uplift for additional work in making referral 'to Breaking the Cycle' Programme. These providers deliver universal youth activity and specialist projects. The value of the main contract is £940,858 with and additional £47,043 which total contract value to £987,901.</p> <p>This IMD is required because in the report that went to Cabinet on 26th February 2020, the overall value of the contract was stated as £940,858. The proposed 5% uplift must therefore be agreed by the Mayor.</p>

Community Plan Theme	People are aspirational, independent and have equal access to opportunities
Cabinet Member	Deputy Mayor and Cabinet Member for Community Safety and Equalities (Councillor Asma Begum)
Who will be consulted before decision is made and how will this consultation take place	NA
Has an Equality Impact Assessment been carried out	NA

and if so the result of this Assessment?	
Contact details for comments or additional information	Ronke Martins-Taylor (Divisional Director, Youth & Commissioning) Ronke.Martins-Taylor@towerhamlets.gov.uk
What supporting documents or other information will be available?	NA
Is there an intention to consider this report in private session and if so why (Paragraph number – see notes section)?	No, Unrestricted

NOTES

Advance notice of Key Decisions

Key decisions are all those decisions which involve major spending, or savings, or which have a significant impact on the local community. The precise definition of a key decision adopted by Tower Hamlets is contained in Article 13.03 of the [Constitution](#). Key Decisions are taken by the Mayor, or the Mayor in Cabinet.

Individual notices of new Key Decisions will be published on the website as they are known, whilst a Forward Plan collating these decisions will be published 28 days before each Cabinet meeting. The Forward Plan will be published on the Council's website and will also be available to view at the Town Hall and Libraries, Ideas Centres and One Stop Shops if required. [The Committee pages](#) on the Council website include copies of the Forward Plan, Cabinet and other meeting dates and the publication dates of the Forward Plan.

If, due to reasons of urgency, a Key Decision has to be taken where 28 days' notice have not been given. Notice will be published (including on the website) as early as possible and Urgency Procedures as set out in the Constitution will have to be followed.

The most effective way for the public to make their views known about the issues listed in the Forward Plan is to examine the consultation column of the Forward Plan, and/or contact the report author or Cabinet Lead Member as soon as possible, and no later than 10 working days before the decision is expected to be taken.

Reports, appendices and background papers will be available on the Council's website 5 clear working days before the Cabinet meeting. For all other information or to submit documents in relation to any issue, please contact the relevant officer.

Notice of Intention to Conduct Business in Private


The Council is also required to give at least 28 days' notice if it wishes to consider any of the reports on the agenda of an Executive meeting (such as Cabinet) in private session. The last row of each item below will indicate any proposal to consider that item in private session. Should you wish to make any representations in relation to an item being considered in private please contact Democratic Services on the contact details listed below. Note that this applies to Cabinet but not to Individual Mayoral Decisions outside of Cabinet.

The notice may reference a paragraph of Section 12A of the 1972 Local Government Act. In summary those paragraphs refer to the following types of exempt information (more information is available in the Constitution):

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
 - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Democratic Services Contact Details:

Contact Matthew Mannion
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<p>Board of Directors</p> <p>21st May 2020</p>	
<p>Report authorised by: Paul Davey</p> <p>Report Author: Fokrul Hoque</p>	<p>Report type:</p> <p>For Approval</p>
<p>Title: Inspiring Communities Fund</p>	

1. Summary

Tower Hamlets Homes runs a small grants programme, 'Inspiring Communities Fund', that provides TRAs and other small organisations funding to deliver community events and activities that help improve the lives of our residents. The grant allocation is overseen by a panel consisting of two THH resident Board Directors and the Head of Business Development.

Following a recent audit of the grants programme, which received 'Substantial Assurance' rating; a few recommendations were made by the auditors to further improve the programme. This report seeks to formalise the Grants Panel as part of the THH governance structure, which was one of the recommendations from the Auditors.

1 Recommendation

1. Discuss and agree the draft Terms of Reference for the Inspiring Communities Fund Panel.
2. Nominate two resident Board Directors to be part of the Inspiring Communities Fund Panel.
3. Approve the formal adoption of the Inspiring Communities Fund Panel as a sub-committee of the board, thus making it a part of the formal governance process of Tower Hamlets Homes.
4. Note the Substantial Assurance rating given following the audit of the grants programme.

2 Background

Tower Hamlets Homes has delivered a small grants programme since its inception to empower and provide resources to TRAs and other community and resident groups

to deliver localised activities and events. It has evolved over the years changing with budget restrictions and the needs of TRAs and groups. Outlined below are details of the grants and their sizes over the years:

- You Make a Difference Fund (2008 -2014) - £125,000 annual budget, maximum £5,000 grant.
- Youth Make a Difference Fund (2013-2015) - £13,500 annual budget, maximum £500 grant.
- Community Chest Fund (2014-2015) - £25,000 annual budget, maximum £2,000 grant.
- Inspiring Communities Fund (2015–to 2019) - £25,000 annual budget, maximum £2,000 grant.

As well as providing the grants, officers also play a crucial role in enabling and empowering groups to deliver their activities and where possible make them sustainable.

The grants have enabled groups to deliver events and activities that help bring communities together, improve health, improve the environment and address other social issues. One of the key success areas of the grants programme has been funding the start-up of a number of Community Food Gardens across the borough, which are now more popular than ever.

3 Inspiring Communities Fund

The current small grants programme is known as the 'Inspiring Communities Fund' and has an annual budget of £75,000, plus any income received from filming on THH estates, with a maximum grant of £5,000. This revised programme with an increased annual budget and maximum grant started in April 2019, following the successful growth bid to the council. The income from the Film Office varies dependent on how much filming takes place on our estates. In the 2018/19 financial year a total of £3,914.50 was received from The Film Office who manages filming in Tower Hamlets. As well as the funding that they give us, they also give a portion of the filming fees to local TRAs directly.

The Inspiring Communities Fund is distributed over three funding rounds, which are advertised extensively on our website, social media and an email mail out to all TRAs, Community Food Garden groups, involved residents and other community partners. Applications and guidance are uploaded onto our website and are also available in our office at the Financial Health Centre. Advice and support is available to groups who may have a brilliant project idea, but may have never applied for funding, to ensure groups fulfil the requirements and are clear in what they are seeking funding for and how they will deliver it.

Officers use an assessment matrix to assess each application and score it to outline how well it has demonstrated need, aims and what its seeking to deliver, value for money and clear outline of how they will record outcomes. Along with the applications, the officer's assessment and recommendations are sent to the panel to make the final decisions on award of grant or otherwise.

In 2018/19, a total of £36,843 was awarded to 33 community projects. A variety of different projects were funded last year including those set out below:

- Big Lunch / Eid / Christmas events
- Older Peoples social activities
- Zumba / exercise classes
- Estate greening/planting
- Boxing project for young people
-

Assessment of the 2019/20 grants are being carried out and will be presented to Board as part of the Community Investment Annual Report.

We have taken care to ensure we balance making sure that the grants are easily accessible to as many groups as possible and that they are not too burdensome in administration requirements for groups, but equally making sure that the safeguards are in place to gain maximum benefits, value for money and are not misused or subject to fraud.

4 Audit

As part of the annual cycle of audit within the organisation, the inspiring communities fund was audited to provide assurance to management, to the Board, the Council and the wider community that the arrangements in place for the awarding of community grants are sound and secure and meet Tower Hamlets Homes and Council objectives and strategic priorities. The scope of the audit included:

- **Eligibility Criteria**, ensuring that there are clearly agreed and publicised criteria which are followed when assessing the eligibility for Inspiring Communities funding applications;
- **Application Assessment Process**, ensuring that all applications for Inspiring Communities funding were appraised, scored in accordance with agreed eligibility criteria and written guidance;
- **Allocations Process**, ensuring that grants are allocated to applicants in accordance with the decisions of the grants panel.
- **Grant Offer Agreement and Monitoring**: ensuring that approved outputs, outcomes and project activity are correctly specified and delivered.

Following the completion of the audit, the opinion assigned to this audit was **Substantial Assurance**. This reassurance is positive and welcome, and demonstrates the work done to ensure that the grants are processed correctly and are meeting objectives.

The auditors highlighted in their report good practice that they identified as outlined below:

Areas of Good Practice Identified during the Audit	
1.	There are clearly set out eligibility criteria and guidance notes for applying for a grant from the Inspiring Communities Fund, which are publicised and are easily accessible by potential applicants.
2.	Our testing of a sample of 7 applications made in 2018/19 identified that all these applications were screened, assessed and evaluated in accordance with published eligibility and assessment criteria. The required documents such as the latest audited accounts, organisation constitution, terms of reference and memorandum of association and signed declaration forms had been submitted and checked by the responsible officer.

3.	The final decision to award the funding for projects rests with the Inspiring Communities Fund Panel. Panel members are two members of the THH Board and one officer. The minutes of the Panel meetings held in June 2018, October 2018 and March 2019 showed a list of approved projects and a list of rejected projects. The reasons for rejecting a project are clearly recorded in the minutes.
4.	Payments are allocated to applicants in accordance with the independent panel's decision. Award emails are sent to all successful applicants, detailing the amount awarded and any conditions specified by the grants panel.
5.	There is transparency in that all grants awarded, the receiving organisation and the nature of the funded project are published on the Tower Hamlets Homes web site. This is good practice. Further the Community Partnership team reports to the Tower Hamlets Homes Board annually on its activities, including grants awarded from the Inspiring Communities Fund.

The auditors also made some recommendations to further strengthen the grants process as outlined below, including in 2.1 the recommendation for the adoption of the grants panel as part of the THH Governance process. Also outlined are the actions we have taken to meet the recommendations of the auditors.

Audit recommendations	Actions taken
1.1 The Communities Partnership Manager should include the size criterion in the assessment matrix. This will prompt the officer carrying out the evaluation to document any reason why a grant application should be considered even if its turnover is over £100,000 (the eligibility threshold).	Size criterion checks have been added into the assessment matrix to prompt check on organisation's turnover and add any commentary if an application exceeds the £100,000 threshold – thus having a clear record of why an application may have been considered with above threshold turnover.
2.1 The Community Partnerships Manager should produce a clear terms of reference for the grants panel, including membership of the Panel for approval by the THH Board. It should also be ensured that the Grants Panel is part of the THH Governance process to ensure that governance around grant giving and grant monitoring is clearly set out and documented.	Draft Terms of Reference has been developed for the grants panel, with the current panel agreeing them in principle. They are presented in this report for THH Board to discuss and sign-off along with adoption of the Grants Panel as part of the Governance of THH.
2.2. In the interest of transparency and completeness, the Community Partnerships Manager should ensure that any conflict of interest is declared and recorded in the minutes of the grant panel meeting.	Though any conflict of interest is declared at the start of each panel meeting, it was not recorded in one of the minutes of a meeting, even though a declaration was made and the panel member left the room and did not participate in any discussions or decision making. A new template for minutes of the Grants Panel has been developed that prompts the recording of any conflict of interest.
3.1 The Community Partnerships Manager should ensure that written internal procedures are developed to govern the administration of	Guidance notes have been developed to sit alongside the assessment matrix to ensure consistency in assessments of applications.

<p>the grants process. The procedures should include processes for determining eligibility, carrying out assessment and scoring, processes for undertaking monitoring of the grants.</p>	<p>Review has also been carried out of the monitoring processes to ensure that they are fair and reasonable for the size of grants being awarded and that clear processes are in place.</p>
<p>3.2. The Community Partnership Manager should provide annual reports on the outcomes to LBTH Client side to provide assurance that grants awarded were used for intended purposes and achieved the desired objectives and outcomes of the Council.</p>	<p>We will ensure that the Community Investment annual report that goes to the THH Board, which contains details of the grants, is also presented to the client at the Bi-op meeting.</p>

5. Draft Terms of Reference

Below are the draft Terms of Reference for the Grants Panel that the board is asked to discuss and agree.



Tower Hamlets Homes Small Grants Panel Terms of Reference

1. Purpose

To consider and make decisions on the Inspiring Communities Fund (ICF) grant applications for environmental, social and other community projects and events that will benefit the residents of Tower Hamlets Homes.

2. Context

Tower Hamlets Homes is committed to building the capacity of individuals and community groups to promote a friendly and safe, clean, green and beautiful, vibrant, diverse and sustainable community. Each year Tower Hamlets Homes invests funds in individuals and organisations through an open and competitive Community Grants Programme, the Inspiring Communities Fund.

3. Responsibilities of the Grants Panel

The role of the Panel is to review, assess and decide on the allocation of the Inspiring Communities Fund, in particular, Panel members will be required to:

- Ensure adherence to relevant policy and grants guidelines and assessment criteria;
- Review and assess applications against predetermined selection criteria;
- Agree on the size of the grant to be allocated and any additional conditions on awarding of the grant.
- Ensure that adequate monitoring and safeguards are in place for processing and allocations of grants

4. Decision Making

The decision-making role of the Grants Panel to award grants in line with the Inspiring Communities Fund policies and guidelines is authorised by the Board of Tower Hamlets Homes.

5. Membership

The Grants Panel will be made up of the following members:

- Two THH Resident Board members
- One THH Senior Officer (Head of Service or above)

The membership of the grants panel will be decided by the Tower Hamlets Homes Board.

Their selection will reflect the diversity of interests and be a fair representation of the borough.

Membership will be for a term of one year. Members may be re-selected and serve for a maximum of three years.

The Grants Panel will elect a Chair and Vice Chair at their first meeting. These posts will be held for a period of one year.

The Panel will be attended by relevant Officers to present papers and provide advice as requested. Officers will have no voting or decision making role.

In addition to the above members the Panel reserves the right to invite anyone to attend the meetings in a non-voting capacity for their specialised input.

The quorum for the Grants Panel will be at least 50% of the panel representatives.

All decisions shall be taken by majority of those present. In the event of no majority the Chair will have a second and casting vote.

6. Frequency of Meetings

The Grants Panel will meet at least three times per annum (February, May & October) in line with each funding round. The panel may also discharge its functions/duties via email or other electronic medium if it is not practical to meet.

7. Conflict of Interest

All Grant Panel members are required to declare in advance any potential conflict of interest and to exit the room during the deliberation of any application in which they have an interest. Conflicts will be recorded in the minutes of the Grants Panel meeting.

8. Equal Opportunities

The THH Grants Panel is committed to the concept of equal opportunities and expects all of its members to support equal opportunities practice.

The Grants Panel condemns discrimination on grounds of race, gender, disability, social and cultural background, religion, ability, sexual orientation and age.

The membership of the Panel will reflect good practice and ensure grants are allocated fairly and in line with THH equal opportunities policies and procedures.

9. Confidentiality

All applications and matters discussed at Grants Panel meetings should be treated in the strictest confidence and not discussed outside of the meeting. Decisions of the outcome of grants applications should only be communicated by officers who should ensure suitable care is taken in notifying decisions to applicants following the panel meetings.

10. Training

All members will receive initial induction training on joining the committee. All members will also receive on-going training as appropriate.

All Panel members will be briefed on the context of respective grant applications they will be assessing.

Officers can provide advice support and background information on each of the applications to be reviewed by panel members.

11. Minutes of Meetings

Minutes will be taken of all meetings, detailing decisions made. The minutes should include matters arising from previous meetings, details of the grant applications, variations requested and rejected applications.

12. Processing of Applications

Members will receive grant application and assessment reports at least five days prior to each meeting.

Scored applications will be discussed in turn and decisions reached.

13. Budgets

At each meeting budget information shall be presented in terms of grants awarded to date and funds available. The Grants Panel shall ensure that grants allocated are within the overall budget envelope.