

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 1 December 2009 at 7.00 p.m.

SUPPLEMENTAL AGENDA – SECTION ONE

VENUE

M71, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,
E14 2BG

Members:	Deputies (if any):
Chair: Councillor Sirajul Islam Vice-Chair: Councillor Bill Turner	
Councillor Tim Archer Councillor Stephanie Eaton Councillor Alexander Heslop Councillor Ann Jackson Councillor Denise Jones Councillor Abjol Miah Councillor A A Sardar	Councillor Shahed Ali, (Designated Deputy representing Councillors Sirajul Islam, Alex Heslop, Ann Jackson, Denise Jones, A. A. Sardar and Bill Turner) Councillor Peter Golds, (Designated Deputy representing Councillor Tim Archer) Councillor Shiria Khatun, (Designated Deputy representing Councillors Sirajul Islam, Alex Heslop, Ann Jackson, Denise Jones, A. A. Sardar and Bill Turner) Councillor Fozol Miah, (Designated Deputy representing Councillor Abjol Miah) Councillor Harun Miah, (Designated Deputy representing Councillor Abjol Miah) Councillor M. Mamun Rashid, (Designated Deputy representing Councillor Abjol Miah) Councillor David Snowdon, (Designated Deputy representing Councillor Tim Archer)

Councillor Salim Ullah, (Designated Deputy representing Councillors Sirajul Islam, Alex Heslop, Ann Jackson, Denise Jones, A. A. Sardar and Bill Turner)

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

Co-opted Members:

Mr Ahbab Miah	– Parent Governor Representative
Mr Abdur Rouf	– Parent Governor Representative
Vacancy	– Church of England Diocese Representative
Vacancy	– Roman Catholic Diocese of Westminster Representative
Mr H Mueenuddin	– Muslim Community Representative

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

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LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 1 December 2009

7.00 p.m.

9 .1 Performance and Corporate Revenue Budget Monitoring - Performance to 30th September 2009 (Pages 1 - 88)

Detailed as "To Follow" on the agenda previously circulated.

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Agenda Item 9.1

Committee(s)	Date:	Classification:	Report No:	Agenda Item No:
Overview & Scrutiny	1st December 2009	Unrestricted		
Report of: Assistant Chief Executive Director of Resources Originating Officer(s) Louise Russell, Head of Strategy & Performance Alan Finch, Head of Corporate Finance		Title: Performance and Corporate Revenue Budget Monitoring report 2009-10 Performance to 30th September 2009 Wards affected: All		

Reasons for urgency

The report contains performance and finance information for the period between 1st April 2009 and 30th September 2009. The report could not be included for dispatch with other agenda items, due to the time necessary to collect and review the data. The review included liaison with partner agencies and other external bodies for confirmation of performance and finance data. The information should be reviewed by Cabinet while it remains reasonably current. The Chief Finance Officer is of the view that the financial information is of pressing importance and should be considered by Cabinet at the earliest opportunity. In the circumstances, the Overview and Scrutiny Committee should also consider the performance information on an urgent basis.

1 SUMMARY

- 1.1 Effective performance monitoring and reporting is crucial to the way the Council drives improvement in services. This report draws together the performance monitoring reports on progress with the 2009-10 Strategic Plan, the Council's Strategic Performance Indicators, the General Fund Revenue Budget and the Housing Revenue Budget. Combining our performance and financial reporting in this way strengthens the Council's robust performance management arrangements.
- 1.2 This combined service and financial performance report covers the authority's progress up until the end of September 2009 (Quarter 2). This includes 6 month monitoring updates for:
 - the Council's Strategic Plan;

- all Strategic indicators that are available to be reported in this period;
- Corporate Revenue Budget Monitoring; and
- Progress with savings and improvement initiatives.

1.3 More detailed performance and financial information is contained in the report appendices, as follows:

- Appendix 1 provides an overview of performance for all of the Council's Strategic Indicators (the Tower Hamlets Index) which represent the key priorities for the Council;
- Appendix 2 provides the budget outturn forecast & explanation of major variances for Directorates;
- Appendix 3 contains Trading Accounts forecast outturn & explanation of variances;
- Appendix 4 lists budget/target adjustments;
- Appendix 5 contains progress against planned efficiency savings; and
- Appendix 6 reports progress against Service Improvement Growth plans.

1.4 Finance Overview

1.4.1 This report projects an overspend on the General Fund revenue budget of £3.741m, an increase of £2.296m from the position reported at the first quarter. In addition, there is a projected overspend on the Housing Revenue Account of £1.900m, an increase of £0.309m from the first quarter position. This is a sharp increase in the overspend which is largely brought about because Adults, Health & Wellbeing is no longer reporting a net underspend.

1.4.2 Discussions with Tower Hamlets Homes since the end of September indicate that the over spend position on the Housing Revenue Account may have worsened substantially since the end of the second quarter. At the time of writing this report, clarifications are being sought, but it appears that the projected over spend for the financial year may be in the region of £3.500m - £4.000m, across a number of budgets but the largest item related to repairs and maintenance. If this is borne out, it would bring HRA Balances below the prudent level. In the circumstances, it will be appropriate for Cabinet to receive a further report setting out the full position and actions proposed by officers and

the Tower Hamlets Homes to address it, and this report will be submitted to Cabinet on 13th January.

1.4.3 Any net over spend reported at the end of the financial year will need to be funded from reserves; General Fund Reserves in the case of the General Fund and HRA balances in the case of the HRA. General Fund Reserves are currently at an adequate level and in addition there is currently a contingency of £1.700m arising from the lower than expected NJC pay settlement for 2009/10.

1.4.4 However, actions will need to be taken within Directorates over the rest of the financial year, in accordance with Financial Regulations, to contain spending within budgets. A number of mitigating actions have already been identified and further work will need to be undertaken to identify either offsetting areas of underspend, reductions in costs or potential sources of additional income in order to balance the outturn position.

1.5 Performance Overview

1.5.1 Strategic Performance Indicators

As of the end of September 2009, 44 strategic indicators can be reported and the majority of these have maintained or improved upon 2008/09 performance.

Recycling performance continues to improve and is on track to meet its 2009/10 target. Housing provision indicators (number of net homes provided & number of affordable homes delivered) are off target – targets were set before the onset of the economic downturn, which has impacted on performance. This is an issue recognised nationally and we are in the process of renegotiating targets with Government in light of the economic context.

Educational attainment indicators are provisional at this point and while some are off target, the majority are showing a positive direction of travel. The number of 16 to 18 year olds not in education, employment or training (NEET) is on track for 2009/10 target. Although employment indicator data is also on target it should be noted that this data is sourced externally and there is a time lag on reporting; our projections indicate that we should nevertheless achieve year end targets.

The number of serious acquisitive crimes per 1000 population has exceeded its September target and overall strategic crime indicators are making good progress for end of year targets.

Mid-year rate of improvement for under-18 conceptions is off target but the rolling 12-month trend is very encouraging and showing a strong direction of travel.

Corporate health measures, such as percentage of complaints completed on time and response time to members' enquiries are on or exceeding targets. Sickness absence is not improving on 2008/09 performance, although it is still better than the local government average. The Council's Performance Review Group has initiated a council-wide review to improve performance

In total, 3 indicators have been identified as being at risk of not achieving their target by year-end and these have been assessed by the Council's Performance Review Group to ensure that robust action plans for improvement are in place.

1.5.2 Strategic Plan

Overall, performance against the 2009/10 Strategic Plan has been good, with relatively uniform progress made against activities in all 5 Community Plan themes.

As of the end of September 2009 15% of the activities within the Council's Strategic Plan were Complete, with 56% On Target for completion within scheduled deadlines, 16% Delayed and 12% currently Overdue.

2. RECOMMENDATIONS

Overview & Scrutiny is requested to:

- 2.1 Review and note the performance information set out in the report:
 - The progress against Strategic Plan activities; and
 - Performance against targets for the Strategic Indicators.
- 2.2 Note that officers are taking management action as set out in Section 5 of the report to contain spending within budget.

- 2.3 Note that a report will be submitted to January Cabinet on the position of the Housing Revenue Account and any actions needed to address it.

3 STRATEGIC PERFORMANCE INDICATORS

- 3.1 Performance against the Strategic Indicators for the period April 2009 to September 2009 is set out in Appendix 1. The performance update includes 2009/10 targets, Q2 2009/10 actuals, outturn commentary and direction of travel charts for each indicator. Direction of travel charts summarise performance against target and top quartile performance information where available.
- 3.2 Of the 83 indicators in the Strategic Indicator set, 44 can be reported in this quarter.
- 3.3 Of the 41 applicable indicators, 14 of the performance indicators (34.14%) are on track to achieve their end of year target (GREEN). Areas where performance is well above the estimated level for the end of year target are as follows:
- Overall employment rate (working age) – exceeded by 12.38%
 - Number of serious acquisitive crimes per 1,000 population – exceeded by 21%
 - Arson incidents – number of deliberate primary fires per 10,000 population – exceeded by 40.2%
 - Number of deliberate secondary fires per 10,000 population – exceeded by 81.4%
 - Carers receiving needs assessment or review and a specific carer's service, or advice and information – exceeded by 14.72%
 - Number of households who considered themselves as homeless who approached the local authority's housing services, and for whom housing advice casework intervention resolved their situation – exceeded by 10%
- 3.4 Provisional outturn data is available for a number of educational attainment and other Children's indicators. Despite good direction of travel, the following 5 indicators have not met 2009/10 targets:
- Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths – target not met

- Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage profile and the rest – missed by 11.1%
- Progression by 2 levels in English between KS1 and KS2 – missed by 3.3%
- Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy – missed by 5.1%
- Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths – missed by 10.2%

The following 4 indicators have not met 2009/10 targets and their direction of travel is deteriorating:

- Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2 – 8 schools as opposed to a target of 1
- Achievement at level 4 or above in both English and Maths at KS2 – missed by 7.6%
- Improving A Level attainment – A level average points score per student in Tower Hamlets – missed by 14.2%
- Percentage of children in Year 6 with height and weight recorded who are obese – missed by 8.9%

3.5 The following indicators are flagged as at risk of not achieving year end target:

- The percentage of the top 5% of LA staff who are from an ethnic minority
- Percentage of the top paid 5% of staff who have a disability
- Working age people claiming out of work benefits in the worst neighbourhoods

3.6 24 indicators have improved performance in comparison to this time last year or since the 08/09 year end outturn. The Council's Performance Review Group has reviewed all indicators identified as at risk of not achieving their year end target to ensure that robust action plans for improvement are in place.

3.7 Response to Overview and Scrutiny Queries 6th October 2009

At Overview and Scrutiny meeting on the 6th October 2009, the committee raised a number of performance queries regarding the June/July Strategic Indicator Performance Report.

The majority of the queries have been responded to by making changes to our performance report and appendix, therefore it was felt unnecessary to circulate individual written responses.

3.7.1 Consideration that the units of measure for data relating to some of the performance indicators required additional clarity

We have amended the PI description column of Strategic and Priority indicator reporting to include not only the unit of measurement, but also how the indicator is calculated. This should provide greater clarity as to the methodology behind the indicator, and what the indicator is measuring.

3.7.2 Clarification was sought and given as to why some targets for July were identical for the annual 2009/10 target whilst others were different.

The process for in year target setting for each indicator differs depending on the indicator. For example, some indicators are measured using a rolling average (e.g. members' enquiries, sickness), and therefore the monthly target will be the same as the annual target. The targets represent an agreed performance standard. Whereas other indicators aim to improve performance throughout the year, and show a month on month improvement, for example, acquisitive crime and additional homes provided.

3.7.3 Additional data was requested regarding Sickness Absence in order to ascertain whether there was a connection between annual appraisals undertaken and sickness absence.

Managers are required to keep copies of PDRs and one to one meeting notes for each of their staff. Any concerns about attendance, including sickness, are recorded by the manager on them.

Directorate Human Resource Teams routinely ask managers to confirm they have held meetings under the Sickness Management Procedure once records show one of their employees has reached a trigger point. Corporate Human Resources carried an audit of a random sample of the management of employees' absence during 2008/9. This confirmed that in all cases examined managers had applied the Sickness Procedure and were keeping appropriate records.

Monitoring reports are produced for PRG and CMT on a quarterly basis with PRG identifying Service Heads with the highest levels of sickness in their teams and requiring them to attend to explain how they are managing absence in their service. Names of managers who fail to

complete their absence returns are circulated to CMT to instruct managers in their Directorate to complete it. The Chief Executive raises any concerns with members of CMT during their 1-1s.

Occupational Health has also been restructured to ensure a good level of service, staffed by permanent employees, is available to support managers. In addition, a Healthy Workplace Manager has been recruited to work across the Council and NHS Tower Hamlets.

3.7.4 Clarification was sought with reference to Strategic 225 'Average time to re-let property (days) (ex BV212)' as to whether an unchanged target for Tower Hamlets Homes was a typographical error.

The end year target should have been the same as the in year targets, this has now been amended.

3.7.5 With reference to LAANI 151 National 151 Strategic 111 'Overall Employment Rate (working age)' clarification was sought regarding the numbers comprising the increase of 1 percent since the previous month in the Job Seekers Allowance claimant count yet the traffic light indicator remained green.

A 1% increase in the October claimant count constitutes an additional 1,114.2 residents claiming JSA. If these 1,114.2 residents are subtracted from the employment rate the new employment rate would stand at 61% , remaining above the 09/10 target of 54.9% and the 10/11 (three year target) of 55.7%

Whilst the claimant count can be used as a projection it is important to note that JSA claimants are only one factor influencing the overall employment rate. Increases in the number of JSA claimants do not necessarily directly correlate with decreases in the employment rate. It may be that the employment rate remains static as the number of residents out of work does not change however, an increased number of out of work residents, previously not claiming begin to do so. Hence, an increase in the claimant count will be witnessed. It is also important to note that the source for the employment rate (NI151) is a sampled survey whereas the claimant count is administrative data, counting actual numbers of residents claiming. Hence with differing sources it is important to take projections with some amount of caution.

3.7.6 With reference to LAANI 117 National 117 Strategic 308 '16 to 18 year olds who are not in education, employment or training

(NEET) consideration that whilst the detailed narrative explanation was welcome, a sense of numbers would also be helpful in relation to this important target.

Performance update commentary has been updated to include the number (439) of 16 – 18 year olds who are not in education, employment or training (NEET). The figure shows we have successfully reduced NEET by 87 young people.

3.7.7 With reference to CE 001a Strategic 106 'Response time to Members enquiries - % completed within 10 working days – Corporate' clarification was sought and given regarding the steps being taken with Registered Social Landlords to improve performance, referred to in the narrative. Further clarification to follow in writing.

We are currently working with Members' Services to provide an up-to-date list of individual RSL performance against this indicator, and the steps being taken to improve performance.

3.7.8 Consideration that data entered in month columns should relate to that month and not be the data entered in that month an 8 month time lag was unacceptable i.e. July being the collection point for data relating to December.

We strive to ensure our performance reporting uses the most up-to-date and timely performance data, and due to legitimate reasons for time lag within data reporting (for example reliance on third parties), sometimes outturn and target will relate to an earlier month.

Performance reporting and commentary will always reflect where there is a time lag in reporting, and what period the data relates to.

4 STRATEGIC PLAN 2009/10

4.1 The Council's performance framework requires CMT and members to consider our progress against Strategic Plan Activities every 6 months. This report is a monitoring update on the first 6 months of the 2009-10 plan. This report consists of a summary of the number and proportion of activities completed, on target, delayed or overdue and updates on/explanation for delayed and overdue activities.

4.2 All activities within the Strategic Plan have been monitored. Each activity and milestone has been assessed as being either: Complete, On Target, Delayed or Overdue. An estimate of percentage complete is

also made. In addition, managers have provided comments for all Overdue activities to explain why the deadline was missed; what is being done about it; and by when the activity will be completed.

- 4.3 Currently there are 73 activities, with 260 related milestones in the Strategic Plan.

Of the total activities and milestones included within the plan, 17 activities and 160 milestones were due for completion between April and September 2009. Overall, 8 activities were Completed, 8 activities were Delayed and 1 was assessed as Overdue.

Of the remaining 56 activities (due for completion by end of 2009-10), 3 have been completed, 41 are on target for completion by the agreed deadlines, 4 are likely to be delayed but still completed before year end and a further 8 activities have been assessed as being overdue as they are unlikely to be completed this financial year.

- 4.4 The Council's Performance Review Group has reviewed all activities identified as being at risk of not achieving their year end target to ensure that robust action plans for improvement are in place.

5 CORPORATE REVENUE BUDGET MONITORING

5.1 Background

- 5.1.1 This section of the report sets out the financial position for the Council's General Fund revenue budget and the Housing Revenue Account for the second quarter of 2009/10. It is based on expenditure and service activity until the end of September 2009 and has been obtained from monitoring statements provided by Corporate Directors. A separate report on the capital programme is set out elsewhere on this agenda.

Corporate Directors have provided the following information in support of their projected outturn and variance figures:

Explanation of variances:

- Explanations for the most significant net variances in both expenditure and income.

- Details of actions to deal with any variances, including whether the actions are on target and, if not, what alternative/additional courses of action have been put in place.
- Any implications for the current and future years' budgets.

Risk Areas:

- Explicit monitoring information on the key risk areas identified in the final budget report 2009/10 which was submitted to Cabinet in March 2009.
- Details of any additional risk factors which have emerged since the budget was set in February.

Virements:

- Virements are transfers of budget. Financial Regulations stipulate that virements in excess of £250,000 must be submitted to Cabinet for approval.

5.2 Projected Outturn Position

5.2.1 The table below shows the projected outturn position against the latest budget for each Directorate which includes the original budget plus any target adjustments agreed between Directorates. The projected outturn position includes any surplus/deficits on trading accounts.

Directorate/Service	Latest Budget £000	Forecast Outturn as at 30/09/09 £000	Projected Variance £000	Status £000
Adults, Health & Wellbeing	88,919	88,965	46	Red
Children, Schools & Families	96,300	97,093	793	Red
Communities, Localities & Culture	75,204	74,904	(300)	Green
Development & Renewal	17,204	17,626	422	Red
Chief Executive's Resources	11,034	11,314	280	Amber
Corporate/Capital	16,291	17,091	800	Red
TOTAL	316,999	320,740	3,741	Red

Key to 'Traffic Light System'

The elements in the traffic light system are used to indicate significant outturn variances as follows:-

Red – Potentially detrimental to the finances of the Council

Amber – Previously reported overspend, position improved since the last report

Green – Potentially advantageous to the finances of the Council

5.3 Variance Analysis

The following sections set out explanations of the main variances in each Directorate's budget provided by the relevant Corporate Director.

5.3.1 Adults, Health & Wellbeing

Home Care - £450,000 overspend

An increase in referrals to the service and the introduction of a reablement pilot have resulted in this increased expenditure.

Government grant has been identified to fund part of the overspend.

Management is controlling the referrals to the In House Homecare Team and will continue to monitor this budget closely.

Learning Disabilities Commissioning - £215,000 overspend

There has been an increase in expenditure due to the full year effect of previous transitions care packages for people with complex needs, combined with an increased demand for homecare and individual support. Increased funding from NHS continuing care has partly offset this overspend. Underspends elsewhere in the Directorate will be used to offset this variance.

Mental Health Commissioning - £276,000 underspend

An increase in costs and numbers in residential care has been more than offset by additional funding from NHS continuing care and the Working Neighbourhoods Fund.

Homeless and Housing Advice Services - £196,000 underspend

The projected underspend is largely due to more administration income than anticipated which is related to the number of homeless households and increased grant funding.

5.3.2 Children, Schools and Families

Special Educational Needs - £200,000 overspend

The overspend is attributable to increased home to school transport costs which have arisen because of an increase in the number of pupils with special educational needs. In order to reduce this pressure, where individual new commitments demonstrate a saving to the Dedicated Schools Budget, for example by placing at a local school, the Schools Forum will give consideration to charging transport costs to DSG.

Lifelong Learning - £100,000 overspend

The projected overspend results from delays in the implementation of the Lifelong Learning staffing restructure which will deliver planned savings. The implementation has been delayed partly as a result of the Ofsted Inspection.

Fieldwork – Children’s Social Care - £626,000 overspend

The continued rise in demand in this area and the additional pressures arising from recent cases in other authorities has resulted in agency staff being maintained in the service to cover staff vacancies and absenteeism. In addition, it has been necessary to provide a quota of agency staff which is over establishment, to meet the increased demand for the service and to ensure children are safeguarded. A systematic recruitment campaign will be launched in the next few weeks to recruit suitably qualified permanent social workers and thereby reduce reliance on agency staff. The Integrated Pathways and Support Team has been established, managing workflow in a multi agency context and has diverted a significant number of cases, thus reducing some of the pressure on the Fieldwork team.

A re-focus on the Children’s Social Care’s response to Children in Need is taking place with work being undertaken to ensure there is a clear remit for CSC teams and a re-focus on supporting partner agencies to support children before any referral to Children’s Social Care, through the work of the IPST and Social Workers based within Extended Schools. This work will be supported by the key strategic development of the creation of a Tower Hamlets Well-being model which will provide a framework for a multi agency/ integrated approach to thresholds for CSC involvement.

Child Protection and Reviewing - £151,000 overspend

As mentioned above, Children’s Social Care continues to experience a significant increase in child protection activity and children in need work. In order to maintain the statutory level of service it has been

necessary to employ additional staff. The social worker recruitment campaign and the new Integrated Pathways and Support Team will impact positively on the level of child care activity in the medium term.

Children's Resources – Commissioning - £149,000 underspend

The commissioning budget is large and volatile and changes in demand can be unpredictable and can result in material changes to the forecast outturn. Based on the information currently available there is a projected year end underspend of £149,000.

Professional Development Centre - £195,000 underspend

The projected underspend is the result of combining two posts into one, together with improved rental/SLA arrangements with the occupiers of the centre.

5.3.3 Communities, Localities and Culture

Drugs Action Team £300,000 underspend

The projected underspend relates to delays in programmes commencing in year. The schemes are grant funded and it is proposed that this income will be carried forward at year end to be utilised in 2010/11. There will therefore be no overall effect on the Directorate budget, after taking into account this transfer to reserves.

5.3.4 Development and Renewal

Development Decisions - £332,000 underspend

The Directorate budget includes a high level of income from development fees. These are forecast to decline as a direct consequence of the economic downturn and its impact on the property market. However planning fee income received to date is higher than the comparable budget, although it must be stressed that this is due to various one off large applications being received. There is still a significant level of risk with regard to the remaining months of the financial year.

Housing Regeneration – £197,000 overspend

The Housing Regeneration Team has historically been funded from Housing Capital resources. With the focus of the team now centred on the two main regeneration projects at Blackwall Reach and the Ocean Estate, the flexibility for charging schemes is reduced. Alternative funding sources are being sought by the Directorate to mitigate the risk,

for example using Housing and Planning Delivery Grant to fund eligible expenditure.

Employment & Enterprise - £249,000 overspend

The Local Labour in Construction service is funded through a combination of Housing Capital, HRA and Section 106 resources and trading income. The service transferred to Development and Renewal from the former Housing Directorate in April 2008 and it soon became apparent that the assumed levels of external funding would not be realised. A review of the service was agreed as part of the 2009/10 budget process in order to ease pressures in future years, however significant pressures remain for the current financial year.

5.3.5 Resources Directorate

Administrative Buildings - £800,000 overspend

There are continuing pressures on the Office Accommodation budget arising from delays in disposing of vacant and underused office buildings and increased costs at East India Dock. Mitigating actions are being pursued to contain these costs.

5.3.6 Chief Executive's

Communications - £280,000 overspend

As reported to Cabinet in September, weak market conditions continue to reduce advertising income. However, the current deficit projection has reduced by £116,000 compared to the first quarter position. This area will continue to be closely monitored.

5.3.7 Corporate & Capital Finance

Capital/Treasury Management £1,700,000 shortfall

In former years the Council has benefited from being able to invest at higher interest rates and enjoyed low external borrowing costs. However, the economy has entered a recession and interest rates have fallen significantly, rates are expected to remain the same for the remainder of 2009/10 and in the medium term and the Council is expecting a significant shortfall in investment income which means the capital financing and investment budget is unlikely to break-even. The position will be kept under review throughout the rest of the financial year.

5.3.8 Trading Accounts

Development & Renewal are reporting projected deficits on both Building Control and Local Land Charges trading accounts (total deficit £230,000). Both projected deficits are a direct consequence of the wider economic downturn and the resultant reduction in fee income to the Council. Officers are currently assessing alternative means of minimising the impact. Full details of all trading accounts are held in Appendix 3A-C.

5.4 Housing Revenue Account

5.4.1 The report also incorporates the second quarter's financial position for the Housing Revenue Account (HRA) based on income, expenditure and service activity to 30th September 2009. The Corporate Director for Development & Renewal reports that:

5.4.2 As at the 30th September, the Housing Revenue Account was estimating a £1.900m deficit for the year. However, as set out at 1.4.2. above, the most recent financial reports from Tower Hamlets Homes suggest that this position is substantially worse and points to an overspend of between £3.5-£4.0m. If this is borne out it would bring HRA balances below the prudent level. The source of the overspend is mainly related to the Repairs and Maintenance budget, while the core budget of Tower Hamlets Homes itself would also seem to be heading for an overspend which, since the Company is charged with breaking-even, would also need to be funded from the HRA. The full position is currently being investigated and a further report will need to be submitted to Cabinet on 13th January.

5.5 Virements

5.5.1 Virements are transfers of budget that result in no overall change to the budget of the Council. Under Financial Regulations, virements over £250,000 are required to be approved by the Cabinet. Virements over £100,000 are required to be reported for information and are agreed by the Corporate Directors.

5.5.2 There are a number of virements between Directorates:

Single Status £0.467m

Budget transfer from the Corporate/Capital budget to Adults, Health and Wellbeing to cover the costs of Single Status.

Pay Award 2009-10 £1.359m

Budget transfer to Directorates to cover the costs of the 1% pay award.

One Stop Shops £0.054m

Budget transfer to cover the cost of one stop shops.

Further details relating to these virements are provided in Appendix 4B.

5.5.3 There are also a number of virements within Directorates. Details relating to the proposed transfers between services within both Children, Schools and Families and Adults, Health and Wellbeing are attached at Appendix 4C.

5.6 Savings/Efficiency Targets

5.6.1 Efficiency targets are underway or planned to deliver the cashable savings of £5.674m identified as part of the Council's Budget Strategy for 2009/10.

5.6.2 A breakdown of efficiency savings is attached at Appendix 5.

5.6.3 At this stage in the financial year Development & Renewal are reporting that £70,000 of savings relating to the digitalisation programme and the utilisation of IT to produce planning consultation documents will not be achieved during 2009/10. The Directorate is looking for alternative savings to compensate for this.

5.6.4 Communities, Localities and Culture are reporting that £35,000 of savings relating to reduced street lighting maintenance are unlikely to be achieved. The Directorate has identified compensating savings elsewhere in the budget.

5.6.5 Children, Schools and Families have identified a number of savings that have not yet been delivered, some of which may need to be delivered by substitute measures. This is largely as a consequence of the increased pressure on Children's Social Care services, with other savings proposals not expected to be implemented until the second half of 2009/10. Officers are planning alternative savings and compensating underspends in other areas of the budget to ensure that the savings targets are met.

5.7 Service Improvement Growth

5.7.1 On 11th February 2009 Cabinet agreed Service Improvement Growth for 2009/10. At this stage most Directorates are reporting that targets will be achieved. The exception is the growth item for Subsidy of Burials where take up of the scheme is much lower than anticipated. Appendix 6 provides the details of progress to date in delivering Service Improvement Growth.

5.8 Income Collection Performance Targets 2009-10

5.8.1 The table below relates to debt raised since the 1st April 2009: in addition, a proportion of debt is collected as arrears, so a greater proportion of overall debt is collected than these targets suggest. The percentage of income collected to 30th September 2009 suggests that, for most types of debt, performance is close to target or above target. The collection rates will continue to be monitored on a regular basis.

Income Stream	Collected In 2008-09 %	2009-10 Target to 30-09-09 %	2009-10 Collected to 30-09-09 %	Direction of Travel
Business Rates	98.60	54.00	63.15	↑
Central Income	86.07	85.00	88.77	↑
Council Tax	95.00	48.30	47.44	↓
Housing Rent	99.66	101.00	99.56	↓
Major Works	8.00	9.50	9.50	↔
Parking Fines	63.55	60.00	55.65	↓
Service Charges	57.80	30.00	30.00	↔

5.8.2 Performance Analysis

Despite the economic climate, collection activity in most areas is currently performing well, but the authority must be prepared for the impact of the Business Rates Deferral Scheme which could see a drop in collection levels in the second half of the financial year.

This is the first year Council Tax has been paid over 12 monthly instalments so it is difficult to compare performance with last year. It is known however, that benefit claims have increased month on month this year as unemployment has grown, which could have an adverse affect on future collection levels of council tax.

6 Summary of recommendations

Overview & Scrutiny is requested to:

- Note the progress against Strategic Plan activities as outlined in section 4;
- Note the performance against targets for the Strategic Indicators as outlined in section 3 and appendices 1;
- Note the projected outturn for Directorate service budgets and the total General Fund net expenditure budget for 2009/10, as outlined in section 5.2 and appendix 2;
- Note the projected outturn in respect of the 2009/10 Housing Revenue Account, as detailed in section 5.4.
- Agree the budget target adjustments and virements as detailed in section 5.5 and appendix 4;
- Note the progress in achieving the budgeted efficiency savings, as outlined in section 5.6 and appendix 5; and
- Note the 2009/10 Service Improvement Growth targets, as detailed in section 5.7 and appendix 6.

7 COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 This report sets out the performance of the authority against priority performance indicators for the second quarter of the year together with budget monitoring against the General Fund revenue budget, which is the main budget influencing performance in the short term. This represents good practice as it enables performance in both areas to be considered alongside one another and thus actions can be taken on the basis of a balanced overall view.

7.2 This report projects a net General Fund overspend for 2009/10 of £3.7412m and a net overspend on the Housing Revenue Account of £1.900m, both based on spending to the end of September 2009. If this

is carried through to the end of the financial year this will result in decreases in general reserves and housing reserves respectively.

- 7.3 As the report points out, the position in relation to the HRA appears to have worsened since the end of September to such an extent that the Council may fall below recommended levels of HRA balances by the end of the financial year if the issue is not addressed. Cabinet will receive a further report setting out the actions necessary at its next meeting. As part of the report it will be necessary for officers to explain how the situation has arisen and the management actions required to correct or improve the situation. The actions will need to ensure not only that the potential deficit is addressed in 2009/10 but that budgets are managed and, if necessary, reserves are built up to the necessary levels during 2010/11. Further advice on the level of HRA balances will be provided as part of the budget setting for 2010/11.
- 7.4 In the case of the General Fund, provision was made in the budget for a local annual pay award of 2.25%. The actual pay award was 1% and consequently £1.700m is now available as a contingency item in the 2009/10 budget. However, Directorates should not manage their budgets on this basis and should continue to take steps to spend in line with budgets, in accordance with financial regulations.
- 7.5 Where overspends are being predicted Corporate Directors, in accordance with Financial Regulations, must keep the position under close, continuous review and, where necessary, identify compensatory savings. Consequently, the Corporate Director – Resources will be monitoring closely those Directorates that have so far projected adverse end of year variances that are material.
- 7.6 The 2009/10 budget process also included an assessment of the robustness of expenditure and income forecasts including identification of the key risk areas. This report continues the development of that process by explicitly commenting on the current development of that process by explicitly commenting on the current status of those risk areas within Appendices 2A-G.

8 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1 The report provides monitoring information relating to key performance indicators and the budget.
- 8.2 It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted and agreements entered into such as the local area agreement. In addition, section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 8.3 As regards the budget monitoring, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with this for Members to receive information about the revenue budget as set out in the report.
- 8.4 The Council’s Constitution gives the Overview and Scrutiny Committee the function of reviewing and scrutinising the Council’s performance.

9 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 An element of the monitoring report deals with environmental milestones within the Safe and Supportive agenda.

10 RISK MANAGEMENT IMPLICATIONS

- 10.1 In line with the Council’s risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

- 10.2 There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.
- 10.3 The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

11 EFFICIENCY STATEMENT

- 11.1 The Efficiency Statement is covered in Section 5.6 and Appendix 5.

INDEX OF APPENDICES

Appendix	Detailing the following:
1	Strategic Indicator monitoring
2	Budget outturn forecast
3	Trading accounts outturn forecast
4	Budget/target adjustments (virements)
5	Efficiency savings plan monitoring
6	Service Improvement Growth plan monitoring

LOCAL GOVERNMENT ACT, 1972 SECTION 100D (AS AMENDED)

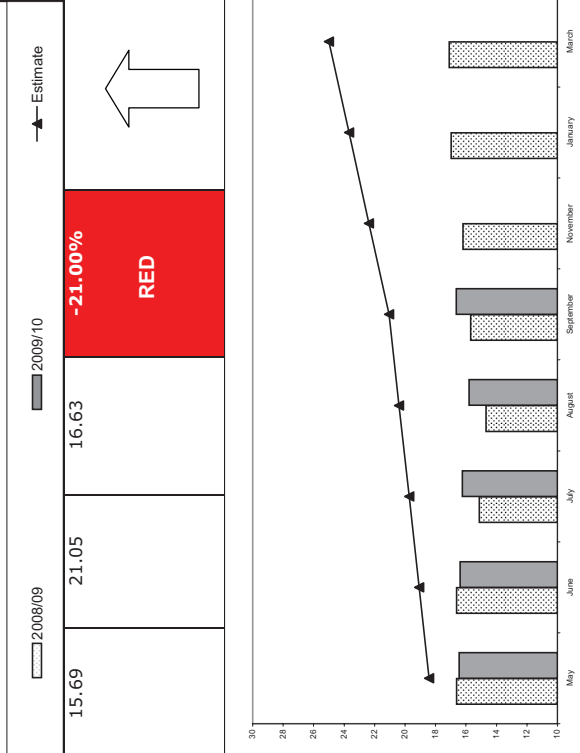
LIST OF "BACKGROUND PAPERS" USED IN PREPARATION OF THIS REPORT

<i>Brief description of "background paper"</i>	Name and telephone number of holder and address where open to inspection		
	Performance Manager	Stephanie Ford	x4361
	Corporate Finance	Gary Moss	x4223

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (last year, or 08/09)	
<p>Theme 1: One Tower Hamlets</p> <p> </p>										
Strategic01	<p>Percentage of Undisputed Invoices Paid on Time</p> <p>Measured in: % (on time is usually within 30 days or longer by mutual agreement)</p> <p>Good Performance: Higher</p>	Claire Symonds Resources Clir J Peck	88.38	98	78.9	98	89.23	-8.90%	RED	
<p>Monthly Performance: The undisputed invoices performance achieved for September 2009 is 89.23%, still close to the London average of 90%. The R2P project is still on course to go live in November 2009 when further improvements in both service provision and performance should be achieved.</p>										
Strategic02	<p>Percentage of top 5% of earners of Local Authority staff that are women.</p> <p>Measured in: % (gross pay of top 5% of earners in the authorities excluding all staff in schools)</p> <p>Good Performance: Higher</p>	Steve James Resources Clir O Ahmed	50.47	50	49.98	50	50.12	0.20%	GREEN	
<p>Monthly Performance: The September target has been achieved.</p>										

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic103	The percentage of the top 5% of Local Authority staff who are from an ethnic minority. Measured in: % ('top-paid 5%' are identified by ranking staff according to their gross pay.) Good Performance: Higher	Steve James Resources Clir O Ahmed	17.1	25	15.69	21.05	16.63	-21.00% RED	↑
<p>Monthly Performance: It should be noted that performance against the top 5% of earners that are from BME groups can be subject to significant movements over short periods of time. This is because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.4% full time employees. Achieving the end of year target of 25% will require the appointment of 20 senior BME managers. The rate of turnover (as at end of June 2009) at senior manager level is 6% per annum. This generates approximately 14 vacancies a year so it is unlikely, when recruitment to current vacancies and with current rates of turnover, that the end of year target will be achieved.</p> <p>In the longer term, achieving the 2011/12 target of 30% would require an additional 36 BME senior managers to be recruited. Provisions in the Government's Equality Bill may assist the Council in achieving future targets.</p> <p>Good progress has been made on the tender of the contract for executive search and selection consultants. This contract will place greater emphasis on supporting the Council's aims to achieve a workforce that reflects its community. A Vacancy Management System is being put into place for recruiting to posts at PO5 and above which will ensure managers are challenged with regard to providing opportunities to existing employees and the advertising and selection processes to be used. To improve long term performance, significant investment is being made to improve the support available for management development activities and provide greater career progression opportunities for the Council's current workforce.</p>									



Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)																
Strategic104	<p>Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)</p> <p>Measured in: % ('top-paid 5%' are identified by ranking staff according to their gross pay. Staff who have a disability' are those that identify themselves as such in the staff survey, against the definition provided in the Disability Discrimination Act 1995).</p> <p>Good Performance: Higher</p>	Steve James Resources Clir O Ahmed	2.1	4.7	3.31	3.4	1.45	-57.40%	<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> 2008/09 </div> <div style="margin-right: 10px;"> 2009/10 </div> <div style="margin-right: 10px;"> ▲ Estimate </div> </div> <div style="text-align: center; margin-top: 10px;"> RED ↓ </div>																
<p>Monthly Performance: It should be noted that performance against the top 5% of earners that are disabled can be subject to significant movements over short periods of time. This is because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.7% full time equivalents. Achieving the end of year target of 4.7% will require an increase of 8 senior managers in this group. This can be achieved through a combination of new appointments and existing managers declaring whether they are disabled.</p> <p>Performance against this target is adversely effected because 27% of the Council's workforce have not confirmed whether or not they are disabled (as defined by the Disability Discrimination Act). This information is requested on job applications and when new employees start work for the Council. To address this, a staff equality audit will be undertaken during the final quarter 2009/10.</p> <p>Good progress has been made on the retender of the contract for executive search and selection consultants. This contract will place greater emphasis on supporting the Council's aims to achieve a workforce that reflects its community. A Vacancy Management System is being put into place for recruiting to posts at PO5 and above which will ensure managers are challenged with regard to providing opportunities to existing employees and the advertising and selection processes to be used. Disabled staff are able to access the support the Council provides for management development and career progression opportunities. This issues have already been discussed with the Disabled Staff Forum whose views were taken into account when producing this year's action plan to support the Workforce to Reflect the Community Strategy.</p>																									
<table border="1" style="display: none;"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>May</td><td>3.31</td></tr> <tr><td>June</td><td>3.4</td></tr> <tr><td>July</td><td>3.3</td></tr> <tr><td>August</td><td>3.2</td></tr> <tr><td>September</td><td>2.5</td></tr> <tr><td>November</td><td>3.5</td></tr> <tr><td>March</td><td>4.0</td></tr> </tbody> </table>										Month	Value	May	3.31	June	3.4	July	3.3	August	3.2	September	2.5	November	3.5	March	4.0
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Appendix 1 - Strategic Indicators

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Strategic105	<p>Number of working days/shifts lost to sickness absence per employee.</p> <p>Measured in: % (the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term divided by the average number of FTE staff)</p> <p>Good Performance: Lower</p>	Steve James Resources Cllr O Ahmed	8.95	7	8.93	7.98	8.95	-12.20% RED	↑
	<p>Monthly Performance: Sickness levels have decreased over the last month. Sickness levels must improve in order to achieve current and future targets</p>								
Strategic106	<p>Response time to members enquiries - % completed within 10 working days - Corporate</p> <p>Measured in: % (The volume of enquiries closed which are answered within 10 working days/total volume of enquiries closed x 100%)</p> <p>Good Performance: Higher</p>	John Williams Chief Executive's Cllr J Peck	76.31	85	78.9	85	87.74	3.20% GREEN	↑
	<p>Monthly Performance: The September target has been exceeded.</p>								

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic107	Percentage of complaints completed in time - Council as a whole - Stage 1 Measured in: % (within 20 working days) Good Performance: Higher	Claire Symonds Resources Clir J Peck	82	85	71	82	90	9.80%	GREEN ↑
	Monthly Performance: The September target has been exceeded.								
Strategic109	Percent of calls to Hot Lines answered Measured in: % (Volume of all calls answered as percentage of volume of all calls including abandoned/lost calls) Good Performance: Higher	Claire Symonds Resources Clir J Peck	92.9	95	93.6	95	93.4	-1.70%	RED ↓
	Monthly Performance: Key issues impacting performance in September were staff vacancies in Contact Centre and telephony technology issues in Revenues (avg wait 64 secs) and Benefits (avg wait 61 secs). Recruitment is now at the shortlisting stage which will facilitate a return to full Contact Centre staffing. This, along with the completion of the training for generic working, should lead to targets being met. Generic training initiatives have already seen an improvement in THH-related calls which were in target in September. The establishment of a single telephony platform for all Hot Lines from November 2009 will enable greater analysis of workloads and performance as well as resolving call routing and queuing problems with the current VIP system. Hot Line performance will always be subject to workload increases and staff absences but the proposed actions should see a return to performance targets early in the New Year.								

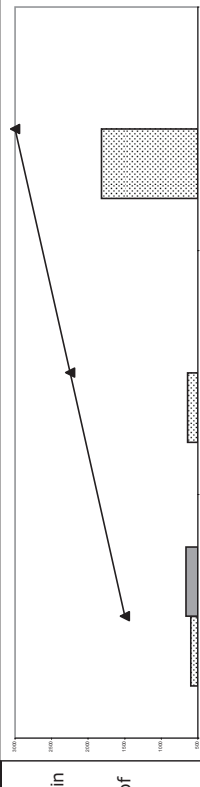
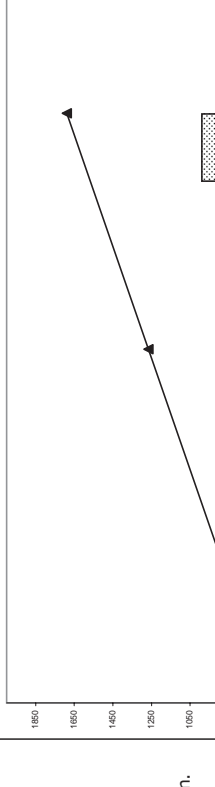
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PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic10	Average waiting time for calls to Hot Lines to be answered Measured in: Number (seconds) Good Performance: Lower	Claire Symonds Resources Clir J Peck	33	30	39	30	40	-33.30% RED	
	<p>Monthly Performance: Key issues impacting performance in September were staff vacancies in Contact Centre and telephony technology issues in Revenues (avg wait 64 secs) and Benefits (avg wait 61 secs). Recruitment is now at the shortlisting stage which will facilitate a return to full Contact Centre staffing. This, along with the completion of the training for generic working, should lead to targets being met. Generic training initiatives have already seen an improvement in THH-related calls which were in target in September. The establishment of a single telephony platform for all Hot Lines from November 2009 will enable greater analysis of workloads and performance as well as resolving call routing and queuing problems with the current VIP system. Hot Line performance will always be subject to workload increases and staff absences but the proposed actions should see a return to performance targets early in the New Year.</p>								
Strategic11	First contact resolution of calls to Hot Lines Measured in: % of people who answered positively to "How satisfied were you that your call today resolved the issue that you phoned us about?" Good Performance: Higher	Claire Symonds Resources Clir J Peck	90	90	84	90	91	1.10% GREEN	
	<p>Monthly Performance: The September target has been exceeded.</p>								

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)																																							
Strategic I12	Number of agency staff assignments Measured in: Number (the actual number of agency assignments in place at the end of the month) Good Performance: Lower	Steve James Resources Clir O Ahmed	796	478	n/a	n/a	727		↑																																							
<p>Monthly Performance: Current assignment numbers represent a 8.7% reduction compared to the end of year figures for 2008/09. The target for the end of 2009/10 is to achieve a reduction of 39%. Therefore, Directorates need to achieve a significant reduction in agency use during the second half of the year if this target is to be achieved. Profiles of each Directorate's agency use will be analysed by 6 November and used to produce targets for each month until March 2010.</p> <table border="1"> <caption>Monthly Agency Use Data (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Actual Usage</th> <th>Target Usage</th> </tr> </thead> <tbody> <tr><td>April</td><td>700</td><td>500</td></tr> <tr><td>May</td><td>650</td><td>500</td></tr> <tr><td>June</td><td>500</td><td>500</td></tr> <tr><td>July</td><td>550</td><td>500</td></tr> <tr><td>August</td><td>500</td><td>500</td></tr> <tr><td>September</td><td>450</td><td>500</td></tr> <tr><td>October</td><td>450</td><td>500</td></tr> <tr><td>November</td><td>450</td><td>500</td></tr> <tr><td>December</td><td>450</td><td>500</td></tr> <tr><td>January</td><td>450</td><td>500</td></tr> <tr><td>February</td><td>450</td><td>500</td></tr> <tr><td>March</td><td>400</td><td>500</td></tr> </tbody> </table>										Month	Actual Usage	Target Usage	April	700	500	May	650	500	June	500	500	July	550	500	August	500	500	September	450	500	October	450	500	November	450	500	December	450	500	January	450	500	February	450	500	March	400	500
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Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic207 National154	Net additional homes provided Measured in: Number (the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions) Good Performance: Higher	Jackie Odunoye Development & Renewal Clir M Francis	1598	2999	596	1499	661 (Provisional)	-55.90% RED	↑ RED
	Monthly Performance: The figure reported at the end of quarter 2 is a PROVISIONAL FIGURE ONLY and is subject to further updates and audit. The confirmed outturn is expected to be higher following consolidation and capture of all residential developments completed. For example, the 344 (approx) units completed at the Pan Peninsula site are not yet included within the outturn due to the time taken to verify and confirm builds, generally a 2 month time frame to compile, check and audit these figures is required. As an indication, this would mean the mid year outturn is approx 1,005. A high number of completions are expected to be delivered from a number of projects in the last 6 months of this year. Following completion of end year verification, the target of 2999 is expected to be met.								
Strategic208 National155	Number of affordable homes delivered (gross) Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	Jackie Odunoye Development & Renewal Clir M Francis	1061	1688	306	844	476 (Provisional)	-43.60% RED	↑ RED
	Monthly Performance: The figure reported at the end of quarter 2 is a PROVISIONAL FIGURE ONLY and is subject to further updates and audit. The target figure of 1688 for 2009/10 was set assuming an even pro rata division of our three year delivery target of 5064 new affordable units. However, it is not logical to assume that delivery will be evenly spread across these three years or over the quarters of the years. The total number of units to be delivered is made up of both small schemes (around 20-50 units) which are fairly evenly distributed across the time period, and larger schemes which may deliver their 100 plus units at one point during the year. We are aware of a small number of schemes whose forecast completion dates have been delayed. In a couple of cases the developers have gone into receivership and neither the RSL nor the council is able to take any action to remedy this situation. In other cases developers may have had funding difficulties which have delayed works on site, or there may be technical problems to be resolved. The production of the completed units is a contractual issue between the developer and the RSL purchasing the affordable units, and the council is not able to take any action to improve the developer's performance. Such cases may impact on our ability to achieve year end target. Despite the risks outlined above, our current forecasts are that the annual figure of 1688 new units will be achieved, so performance is not off target and we expect that we will be back on track by the end of quarter four. It has always been the case that there were a larger number of schemes due to complete in the latter two quarters of the financial year.								

Appendix 1 - Strategic Indicators

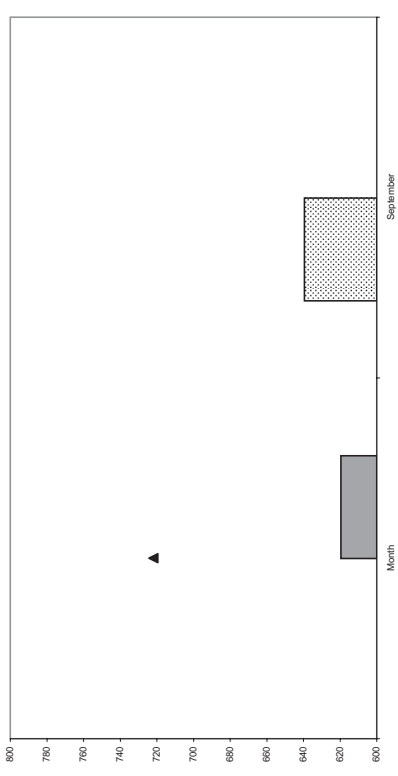
PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic211 National192	Percentage of household waste sent for reuse, recycling and composting Measured in: % (total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion divided by total tonnage of household waste collected.) Good Performance: Higher	Jamie Blake Communities, Localities & Culture Cllr A Ullah	19.26	26	17.74	24.42	25.12 (Provisional)	2.86% GREEN	↑ Estimate
<p>Monthly Performance: September target has been exceeded.</p>									
Strategic223	Number of social rented housing completions for family housing (gross figures only) Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher	Jackie Odunoye Development & Renewal Cllr M Francis	159	467	70	234	176 (Provisional)	-24.80% RED	↑ Estimate
<p>Monthly Performance: The figure reported at the end of quarter 2 is a PROVISIONAL FIGURE ONLY and is subject to further updates and audit. Please refer to NI155 commentary.</p> <p>Although the total number of affordable units (NI155) produced has reached 56% of the target figure, expectation is that 100% will be reached by the year end. Further analysis based on expected performance shows that by the end of the year the family units are likely to exceed the yearly target. The achievement of policy compliant mix of units at planning permission stage, i.e. providing a minimum of 45% of units as family housing, has been a priority for the past few years and it is therefore anticipated that the future delivery of family units will continue to meet our target over the next few years.</p>									

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic224	Percentage residents satisfied with outcome to ASB Measured in: % Good Performance: Higher	Jackie Oduoye Development & Renewal Clir M Francis	47.6	60	n/a	60	57	-5.00% RED	↑ Estimate
	<p>Monthly Performance: This is the first time that THH have been able to collect satisfaction on Priority 2 which THH is responsible for as of 27/7/09. Previously the information was from the council and included P1, this covered the period March - May 09. The differences between P1 and P2 cases are that P1 involve ASBO's, serious crimes - includes hate crime, bodily harm, vandalism etc, where as P2 cases include lower level issues eg excessive rubbish, body fluids, graffiti. THH ASB team is now co-ordinating the satisfaction survey of Priority 2 cases. LBTH continue to survey the Priority 1 cases they administer.</p> <p>The quarter 2 results for satisfaction levels are: Result for Priority 2 cases only - 68% Result for Priority 1 cases - 51% (period covered, June - Aug 09) As a result the overall satisfaction levels for quarter 2 are at 57%, lower than the 08/09 target of 60%.</p> <p>THH are happy with their performance against P2 cases and will be working closely with the Council (Community Safety Team) to improve performance against P1 cases, this will also be addressed as part of the SLA review. THH aim to meet the year end target of a 60% satisfaction level with both P1 and P2 cases.</p>								
Strategic225	Average time to re-let property (days) Measured in: Days (The time in calendar days from the day after tenancy is terminated up to and date when the new tenancy agreement starts.) Good Performance: Lower	Jackie Oduoye Development & Renewal Clir M Francis	34	31	n/a	28	28.14	-0.50% RED	↑
	<p>Monthly Performance: Former BVPI 212 (average re-let time) performance sharply dipped to 38.19 days in September compared with 25.91 days in August partly due to regeneration and non secure voids from Temporary Accommodation. However, year -to-date performance remains good and favourably compares with Housemark Q1 benchmark top quartile. THH and LBTH are working jointly to address problems in this area, and it has been agreed that no voids shall be re-let in the Blackwall Reach area until further notice. Additionally, LBTH will stop using non secure voids for temporary accommodation.</p> <p>THH are seeking direction on how the Council wants them to process long term voids. THH had previously entered into discussions with the Council on a long term voids strategy. This may need to be delivered and would help improve the void re-let time. It was raised at the Performance Sub Group meeting that the issue will be taken up by the Capital Programme Group.</p>								

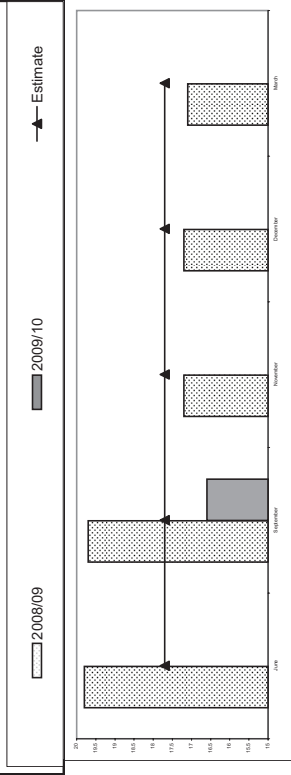
PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic226	Total service charge debt outstanding at year end (£million) Measured in: £ Good Performance: Lower	Jackie Odunoye Development & Renewal Cllr M Francis	15.3	15	n/a	15	19.9	-32.70% RED	↑ Estimate
	<p>Monthly Performance: This PI continues to remain off target. However, according to THH the direction of travel of this PI is weakening, although only slightly. Based on projections THH expect this PI to hit the target of £15m debt at year end. An element that plays a part in the reduction of debt levels is the increase in collection levels. At present, the collection levels are below target, and as a result the following corrective action has been taken to improve service charge collection levels:</p> <ul style="list-style-type: none"> • Extra resources recruited • New internal team targets set • Increased management scrutiny • Closer weekly monitoring <p>The actions will be completed by the end of October to improve collection levels to meet the annual target of £15.6m for the service charge collection PI. It is expected that this will impact upon the total service charge debt outstanding PI which is also expected to meet year end target. The service charge collection levels were £6.6m in 2008/09, and £7.7m 2007/08, therefore THH are ahead in comparison to this time for the previous 2 years. The service charge collections PI is a local THH PI.</p>								
Strategic227	Rent collected as percentage of rent due Measured in: % Good Performance: Higher	Jackie Odunoye Development & Renewal Cllr M Francis	99.66	101	n/a	101	99.56	-1.40% RED	↑ Estimate
	<p>Monthly Performance: This is a year end target, while Housing Benefit (HB) payments appear to recover analysis continues in relation to HB and will now include all payment methods. Reports have been commissioned that will assist in this process. A number of improvement actions are underway to improve performance, including:</p> <ul style="list-style-type: none"> • HB suspension and cancellation reports are provided weekly, this allows proactive working on the accounts. • Direct debit forms will be sent to all tenants who have arrears with the October 09 statements • New process to be in place for new direct debit payers who have an arrears which re-enforces the training received <ul style="list-style-type: none"> • Publicity for free debt advice placed in all one stop shops • Monthly articles in Open Door relating to money matters – debt, evictions etc • Rent Account Officers attending Neighbourhood Housing Services team meetings to tighten internal procedures • All new tenancies since April 09 to be reviewed to help inform process for new tenancy team <p>HB and all payment method investigations are expected to be completed by end of October At least one Saturday a month working to commence October 2009. THH expect performance to get back on track to meet year end target.</p>								

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
							2008/09	2009/10	← Estimate
<h3>Theme 3: A Prosperous Community</h3>									
Strategic301	Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets. Measured in: number Good performance: Higher	Carmel Littleton Children, Schools & Families Cllr A Asad	639.5	722	n/a	722	619.6 (Provisional)	-14.20% RED	→
<p>Monthly Performance: GCE/Applied GCE A/AS and Equivalent Examination Results 2008/09</p> <p>Average point score (per candidate) p=provisional 2008p: Male (600), Female (640.4), Total (625.6), 2009p: Male (609.7), Female (626.1), Total (619.6), Difference: Male (9.7), Female (-14.3), Total: (-6.0) 2008p [England Average]: Male (711.4), Female (753.5), Total (733.5), 2009p [England Average]: Male (710.7), Female (749.4), Total (731.1), Difference: Male (-0.7), Female (-3.8), Total (-2.4)</p> <p>Average point score (per entry) 2008p: Male (184.7), Female (193.2), Total (190.1), 2009p: Male (188), Female (191), Total (189.8), Difference: Male (3.3), Female (-2.2), Total (-0.3) 2008p [England Average]: Male (205.0), Female (212.6), Total (209.1), 2009p [England Average]: Male (207.4), Female (214.5), Total (211.2), Difference: Male (2.4), Female (1.9), Total (2.1)</p> <p>Performance measured by average points score per entry is down 0.3 points. This is largely due to a slight drop of 2.2 points per entry in the performance of girls against a rise of 3.3 points per entry in the performance of boys. The gap between girls average points score per entry and the national figure is 23.5 compared with 19.4 points in 07/08. In contrast the gap in the boys average points score per entry compared with the national figure is 19.4 points this year compared with 20.3 points last academic year.</p> <p>There are a range of interventions in place to raise attainment at level 3 immediately and over the next few years. Improved commissioning arrangements will be in place when the LSC transfers it functions to the LA in April 10; School improvement partners are contributing an additional visit to schools focussing on post 16 issues; sixth form practitioners will have increased opportunities for professional development and the sharing of good practice through practitioner networks and paired observations; robust target setting and tracking processes have been put in place.</p> <p>The results available currently are provisional and are usually expected to rise on publication of final outcomes. At that stage (January 10) it will be possible to predict whether performance will be back on track by the end of the year.</p>									
Strategic308 National117	16 to 18 year olds who are not in education, employment or training (NEET) Measured in: % Good Performance: Lower	Carmel Littleton Children, Schools & Families Cllr A Asad	6.7	6.25	10.9	9.7	8.8	9.30% GREEN	→



Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
	Monthly Performance: September target has been exceeded.								



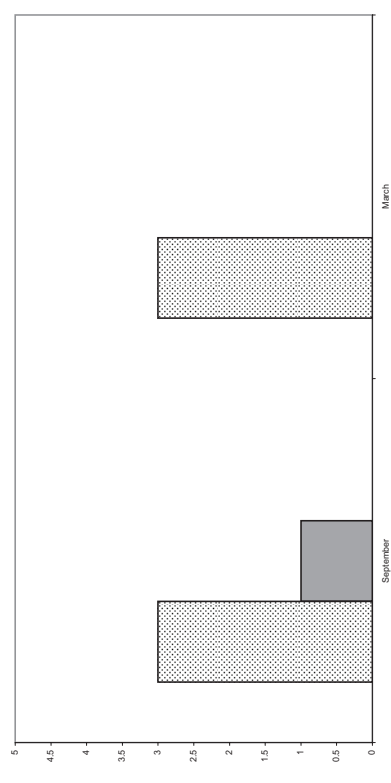
PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic313 National153	Working age people claiming out of work benefits in the worst performing neighbourhoods Measured in: % (Worst performing neighbourhoods are defined as Lower Super Output Areas with a benefit claim rate of 25% or more) Good Performance: Lower	Nick Smales Development & Renewal Cllr O Rahman	25.4	28	n/a	28	31.2	-11.40% RED	↑ Estimate
	Monthly Performance: The current rate is 3.2 percentage points above the 2009/10 target. Increase in % is mainly based on introduction of new working age population estimate for the neighbourhoods. Population estimate is lower than before with the result that rates increased. Total number of people claiming out of work benefit increased from 2,915 to 3,025 or 3.8%. The trend in the number of claimants shows an increase. It is anticipated that this increase is likely to result in the year end target being missed. Tower Hamlets Council and partners are committed to getting people out of benefits and into work, activities and initiatives undertaken to assist with this process include: <ul style="list-style-type: none"> • The Working Neighbourhoods Fund (WNF) • Skillsmatch and job brokerage • Other training & apprenticeship schemes WNF activities target those at a greater disadvantage during the recession as those further away from the labour market remain harder targets for support. Through the use of WNF a range of employment related activities to complement the services of Jobcentre plus and the Learning and Skills Council are anticipated with a target of 4,000 additional residents into employment. Skillsmatch job brokerage service will be embedded within the East London Business Place programme, capturing job vacancies from the growth of the small business sector. Work will be done to maximise employment, placement, apprenticeship and training opportunities for workless people in the public sector. This will include developing a range of apprenticeships and or internships linking vocational diplomas to employed status traineeships.								
National072 Strategic315	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy Measured in: % Good performance: Higher	Monica Forty Children, Schools & Families Cllr A Asad	40	45.3	n/a	45.3	43 (Provisional)	-5.10% RED	↑
	Monthly Performance: Provisional result is 43%. Therefore significant progress has been made, but target (45.3%) not met. Targets were chosen as ambitious to reflect our high expectations for our children. This year the gap between the actual result and the target has narrowed further compared to 2008. There has been an improvement of 2.5% since 2008. The trend since 2005 has been one of continuous and steady improvement. We will continue with the Make a Big Difference (DCSF funded programme), Communication, Language and Literacy Development programme (CLLD) and Every Child a Talker (ECaT) programmes, which are having a positive impact on EYFSP attainment. The final result will be confirmed in Dec 2009.								

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)								
National076 Strategic316	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2 Measured in: Number Good performance: Lower	Monica Forty Children, Schools & Families Cllr A Asad	3	1	5	1	8 (Provisional)	-700% RED	→ Estimate ↑								
	<p>Monthly Performance: Provisional result is 8. We are expecting only to have 6 schools below the floor target once the results are published. However this means that we have missed the target by 5 schools. There are different reasons for why each of the schools went below the floor target. Overall out of the 6 schools 2 schools dropped below the floor target unexpectedly - against data they were sharing with the LA. 2 schools had very small cohorts thus making outcomes more fragile. 1 school - though below the floor target did better than expected and 1 school did not welcome LA intervention.</p> <p>- 5 of the current schools below the floor target have been identified for ISP support. Use of Child Development understanding to support the improvement in reading and writing</p> <ul style="list-style-type: none"> - Roll out of the use of 'Assessing Pupils' Progress in KS2 across all subjects and in all schools - Continue the implementation of Support for Writing and Talk for Writing training - Broadening the impact of CAME project - through the use of the CAME principles in all schools <p>Roll out of 1:1 Tuition Programme to all schools Roll out of the progression in Language structures to support Speaking and Listening across all subjects Implementation of the PLLA to support vulnerable schools with inconsistent results. The target this year has to be 0 schools below the floor target. We aim to meet the target this year. This is an achievable though ambitious target.</p>								<table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>July</td> <td>5</td> </tr> <tr> <td>September</td> <td>1</td> </tr> <tr> <td>March</td> <td>8</td> </tr> </tbody> </table>	Month	Value	July	5	September	1	March	8
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Appendix 1 - Strategic Indicators

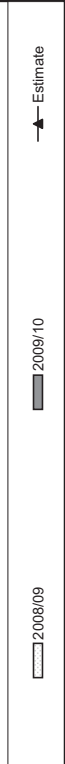
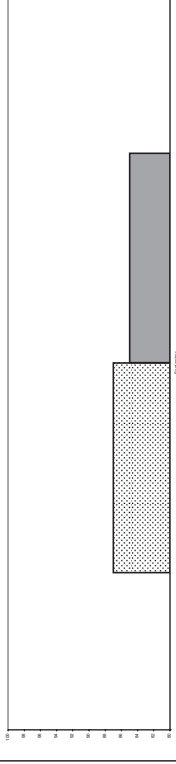
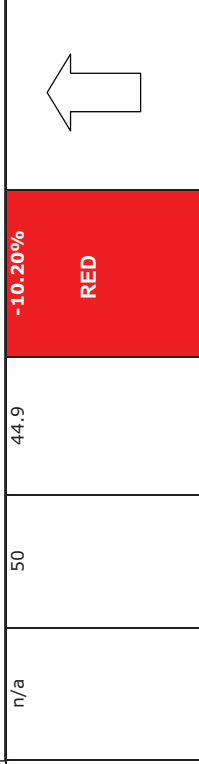
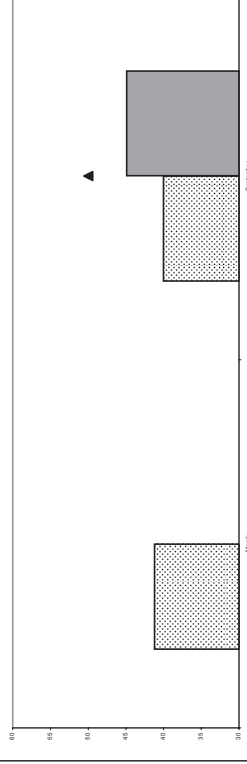
PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
National078, Strategic318	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths Measured in: % Good Performance: Lower	Carmel Littleton Children, Schools & Families Cllr A Asad	3	3	3	0	1 (Provisional)	not met RED	↑ Estimate
<p>Monthly Performance: Provisional result is 1.</p> <p>At the end of the 2007/08 academic year (Financial year 2008/09) 3 secondary schools were achieving below the floor target of at least 30% of pupils achieving at least 5 A*-C grade GCSEs including English and Maths. There has been intensive support from the local authority school development team, the school improvement partner and the government funded National Challenge programme in all three schools. As a result of this George Green's outturn improved from 29% last year to 43% (provisional result) for 08/09 and Bethnal Green Technology college improved from 28% last academic year to 36% for 08/09 (provisional result). St Paul's Way also improved from 23% last year to 25% (provisional result) for academic year 08/09. Results are expected to increase further when final results are confirmed in January 2010 and pupils arriving late in the country are discounted where applicable from the final results.</p> <p>St Paul's Way school is expected to have a final outturn of closer to 29% for example. There is therefore just one school still below the floor target although all three schools will continue to receive support from the Local Authority (LA) and the National Challenge programme to ensure progress is sustained. At St Paul's Way an interim executive board was put in place by the local authority in September 2008 to increase the rate of progress and a consultation on the future governance of the school is underway with the proposal that the school becomes a National Challenge Trust school with LA and higher education institutions as trustees. The school is on track to achieve above the floor target in 09/10 and the target of having no schools below the floor target will be met in August 2010 when the next GCSE results are published.</p>									



Appendix 1 - Strategic Indicators

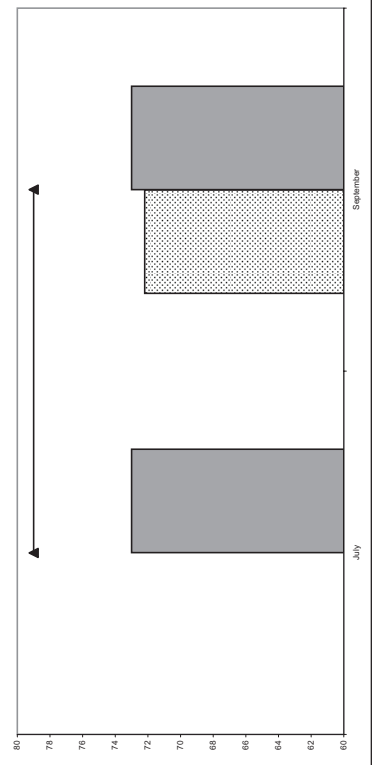
PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic321 National092	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest Measured in: % (The gap between the median Foundation Stage Profile score of all children locally and the mean score of the lowest achieving 20% of children locally) Good Performance: Lower	Monica Forty Children, Schools & Families Clir A Asad	37.3	31.5	37.3	31.5	35 (Provisional)	-11.10% RED	↑ Estimate
	Monthly Performance: Provisional 2009 results now in - 35.4%. Therefore significant progress made in narrowing the achievement gap, but target (31.5%) not met. Targets were chosen as ambitious to reflect our high expectations for our lowest 20% of achievers. This year the gap between the actual result and the target has narrowed further (3.9% variation) compared to 2008. There has been a 2.4% improvement since 2008. The trend since 2005 has been one of continuous and steady improvement. We will continue with the Make a Big Difference (a DCSF funded programme), Communication, Language and Literacy Development programme (CLLD) and Every Child a Talker (ECaT) programmes, which are having a positive on narrowing the gap between the lowest achievers and the rest. Final results will be available in Dec 2009.								
Strategic322 National093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2 Measured in: % (The number of pupils at the end of KS2 making 2 levels progress in English between KS1 and KS2, as a percentage of the number of pupils at the end of KS2) Good Performance: Higher	Monica Forty Children, Schools & Families Clir A Asad	86.5	92	n/a	92	89 (Provisional)	-3.30% RED	↑ Estimate
	Monthly Performance: Provisional result - 89% It is a very ambitious target and currently 7% above the national outcome for last year. As the LA outcome is provisional it should rise further - but this is a significant rise on last year and the highest outcome for 3 years. A number of activities and initiatives are currently on-going to improve performance including; Use of Child Development understanding to support the improvement in reading and writing Roll out of the use of Assessing Pupils' Progress in KS2 across reading and writing and in all schools Continue the implementation of Support for Writing and Talk for Writing training 5 new schools identified for ISP support Roll out of 1:1 Tuition Programme to all schools for reading and writing Roll out of the progression in Language structures to support Speaking and Listening across all subjects Implementation of the PLLA to support vulnerable schools with inconsistent results Performance continues to improve year on year albeit in small incremental steps. We aim to meet the target each year. This is an achievable target though ambitious and we expect to get closer to it each year - but then the target will also rise each year. The LA has a history of setting ambitious targets and this stretch target does support the school improvement agenda.								

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic323 National1094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 Measured in: % (The number of pupils at the end of KS2 making 2 levels progress in Maths between KS1 and KS2, as a percentage of the number of pupils at the end of KS2) Good Performance: Higher	Monica Forty Children, Schools & Families Clir A Asad	84	85	n/a	85	87 (Provisional)	2.40% GREEN	
	Monthly Performance: Provisional Result is 87% We have exceeded this target for 2009 and are only 1% away from our 2010 target. As the LA outcome is provisional this outcome should rise further - but this is a significant rise on last year and the highest outcome for 3 years. We will have to ensure that the 2011 target has a degree of stretch and to set a target to be more in line with our expectations for progress in English								
Strategic 325 National1075	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths Measured in % Good Performance: Higher	Carmel Littleton Children, Schools & Families Clir A Asad	41.2	50	n/a	50	44.9	-10.20% RED	
	Monthly Performance: The Tower Hamlets provisional average for 5 A*-C Level 2 (GCSE) including English and maths is 44.9%, an increase from 2008 of 4.6% and continuing the upward trend. In 2009 the national average is 49.7%, up 2.8% from 2008. The increase in Tower Hamlets results is almost double the national rate, closing the gap with national standards and demonstrating progress towards 2010 targets. We did not meet the target because results in some of our higher achieving schools went down by between 0 and -4%. However, all the lower achieving schools made progress, closing the gap with national standards, and one school increased its results by 14%, amongst the highest increases in London. This year we have got off to a quick start with all schools in supporting two main areas, first analysis of data to identify underachieving groups and to support targeted intervention and second support for schools to improve the quality of teaching and learning in the core subjects. Poorer performing English, maths, science and ICT departments have been targeted for intensive support from the strategy consultants and leadership teams in five schools are receiving extra support to strengthen line management and accountability. The impact of this support is checked at the end of term by the Director and								

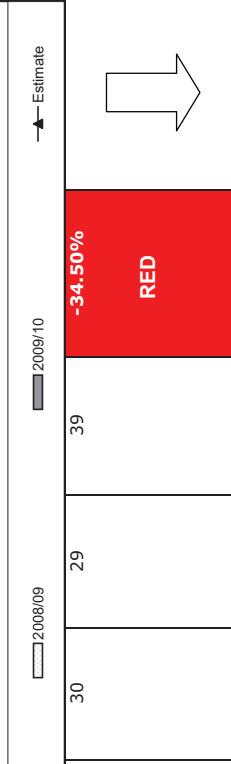
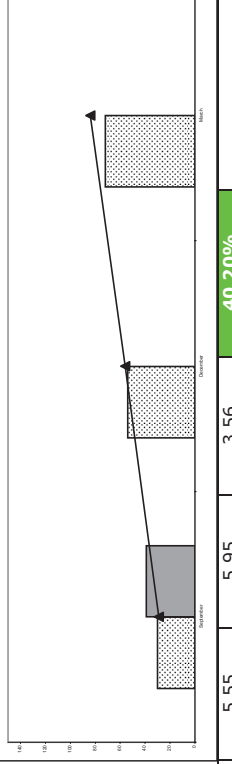
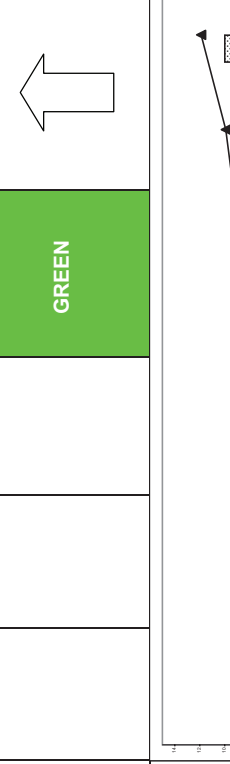
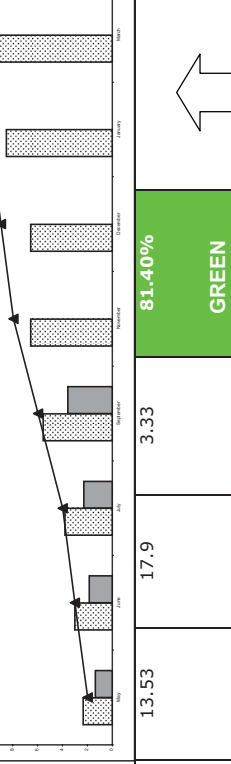

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PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic327 National073	Achievement at level 4 or above in both English and Maths at Key Stage 2 Measured in: % (The number of pupils achieving Level 4+ in both English and Maths at KS2 as a percentage of the number of pupils at the end of KS2 with valid National Curriculum test results in both English and maths) Good Performance: Higher	Monica Forty Children, Schools & Families Clir A Asad	74	79	n/a	79	73 (Provisional)	-7.60% RED	↑ Estimate
<p>Monthly Performance: Provisional result is 73%. It is an ambitious target and currently 7% above the national outcome. As the LA outcome is provisional it should go up to be at least in line with last year. Both maths and writing are above national as is the current combined measure outcome, though we had a slight drop in reading. A number of activities and initiatives are being undertaken to improve performance, including;</p> <p>Use of Child Development understanding to support the improvement in reading and writing</p> <p>Roll out of the use of Assessing Pupils' Progress in KS2 across all subjects and in all schools</p> <p>Continue the implementation of Support for Writing and Talk for Writing training</p> <p>5 new schools identified for ISP support</p> <p>Broadening the impact of CAME project – through the use of the CAME principles in all schools</p> <p>Roll out of 1:1 Tuition Programme to all schools</p> <p>Roll out of the progression in Language structures to support Speaking and Listening across all subjects</p> <p>Implementation of the PLLA to support vulnerable schools with inconsistent results</p> <p>Performance continues to improve year on year albeit in small incremental steps. The above actions are intended to increase the rate of performance. This is an achievable target though ambitious and we expect to get closer to it each year - but then the target will also rise each year. The LA has a history of setting ambitious targets and this stretch target does support the school improvement agenda.</p>									



PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
<p>2008/09 2009/10</p> <p>█ █ ← Estimate</p>									
<p>Theme 4: A Safe and Supportive Community</p>									
<p><u>Strategic402.</u> <u>National015</u></p>	<p>Number of most serious violent crimes per 1,000 population</p> <p>Measured in: Number (No. of recorded most serious violent crimes/total population x 1000)</p> <p>Good Performance: Lower</p>	<p>Andy Bamber</p> <p>Communities, Localities & Culture</p> <p>Clir A Ullah</p>	2.35	2.28	150	1.14	1.15	-0.90%	RED
<p>Monthly Performance: The numbers are small so any fluctuations can show big % changes. Although this indicator is marginally off target during this period there has been significant improvement since last year. The current reported number of MSV of 253 represent -10% reduction compared to 283 incidents reported same period last year. The target of crimes per 1,000 is challenging and performance to date shows progress is being made to achieve this. Current processes include a daily review of all most serious crimes by senior management at the daily management meeting. A vigorous enforcement policy around licensed premises is applied for premises that are relevant to offences. This includes a closure policy agreed with Thames Magistrates Court. Hot spots are identified via intelligence which informs tasking focus and the borough continues to make use of Operation Blunt resources where appropriate. Section 60 Stop and Search authorisations are considered at all times where appropriate and the positive charge policy for knife offences is maintained in partnership with the CPS. Throughout August there was dispersal zone in and around Brick Lane to address rowdy behaviour that often results in violent crime. Continuation will be given to further zones on the run up to Christmas.</p>									
<p><u>Strategic403.</u> <u>National016</u></p>	<p>Number of serious acquisitive crimes per 1,000 population</p> <p>Measured in: Number (No. of recorded serious acquisitive crimes/total population x 1000)</p> <p>Good Performance: Lower</p>	<p>Andy Bamber</p> <p>Communities, Localities & Culture</p> <p>Clir A Ullah</p>	25.51	25.05	14.61	12.53	9.9	21.00%	GREEN
<p>Monthly Performance: September target has been exceeded.</p>									

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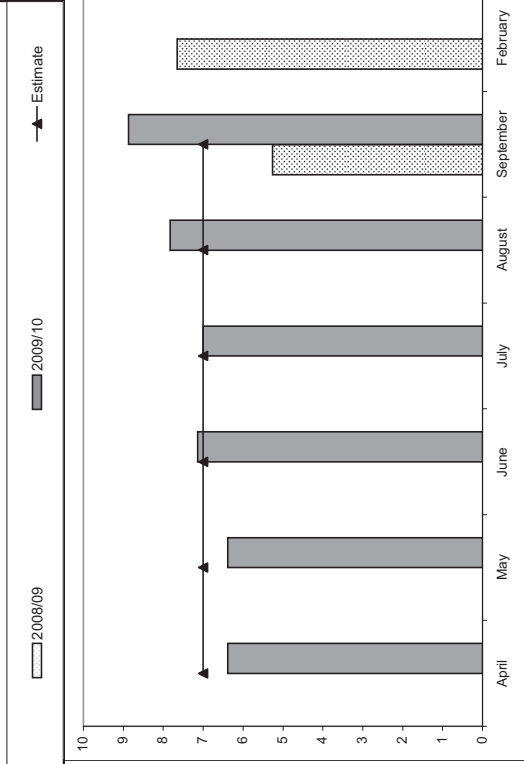
PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
Strategic405 National019	Rate of proven re-offending by young offenders aged 10-17 Measured in: Number (average number of re-offences per young person) Good Performance: Lower	Mary Durkin Children, Schools & Families Clir A Asad	101	113	30	29	39	-34.50% RED	
	Monthly Performance: The actual rate of reoffending after 3 months was 39, which is higher than the target rate of reoffending of 29. Number in cohort: 162 Number reoffending after 3 months: 37 (22.9% of the cohort). Number of offences committed by above 37 young people: 63 The YOS has increased its provision of diversionary programmes to those young people who require intensive supervision and support. Current data suggests that reoffending will be lower in the next quarter, leading to a possibility that the indicator will be on track by then.								
Strategic407 National033i	Arson incidents - Number of deliberate primary fires per 10,000 population. Measured in: Number (Primary is casualty, rescue or escape) Good Performance: Lower	Andy Bamber Communities, Localities & Culture Clir A Ullah	9.99	11.9	5.55	5.95	3.56	40.20% GREEN	
	Monthly Performance: September target has been exceeded.								
Strategic408 National033ii	Number of deliberate secondary fires per 10,000 population. (Arson) Measured in: Number (Secondary is not involving property & did not involve casualties or rescues) Good Performance: Lower	Andy Bamber Communities, Localities & Culture Clir A Ullah	20.99	35.8	13.53	17.9	3.33	81.40% GREEN	

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PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)									
<p>Monthly Performance: September target has been exceeded.</p> <table border="1"> <caption>Data for PI 412 Chart</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Estimate</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>17.9</td> <td>-</td> </tr> <tr> <td>2009/10</td> <td>14.80</td> <td>13</td> </tr> </tbody> </table>										Year	Actual	Estimate	2008/09	17.9	-	2009/10	14.80	13
Year	Actual	Estimate																
2008/09	17.9	-																
2009/10	14.80	13																
Strategic412 National135	<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information</p> <p>Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year)</p> <p>Good Performance: Higher</p>	Deborah Cohen Adults, Health & Wellbeing Clr A Ali	30.1	25.9	17.9	13	14.80	13.80%	GREEN									
<p>Monthly Performance: Tower Hamlets continues to support Carers by carrying out assessments and reviews to ensure we are providing services to meet their needs. Projected performance depicts that we will meet out LA target of 25.9 in 2009/10.</p> <table border="1"> <caption>Data for PI 413 Chart</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Estimate</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>5.26</td> <td>-</td> </tr> <tr> <td>2009/10</td> <td>10.08</td> <td>7</td> </tr> </tbody> </table>										Year	Actual	Estimate	2008/09	5.26	-	2009/10	10.08	7
Year	Actual	Estimate																
2008/09	5.26	-																
2009/10	10.08	7																
Strategic413 National065	<p>Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time</p> <p>Measured in: % (The percentage of children who became subject to a Child Protection Plan (CPP) at any time during the year, who had previously been the subject of a CPP or on the Child Protection Register of that council, regardless of how long ago that was).</p> <p>Good Performance: Lower</p>	Helen Lincoln Children, Schools & Families Clr A Asad	6.8	7	5.26	7	10.08	-44.00%	RED									

Appendix 1 - Strategic Indicators

PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
	<p>Monthly Performance: The size of the cohort is very small for this indicator and this has a significant impact on levels of performance, any increase has a disproportionate impact on the target %. The performance change represents an increase of 2 children subject to child protection plans for a second time. We are, however, performing well compared to our statistical neighbour and the national average. Any indication of 'poor' performance reflects an ambitious target rather than current levels of performance. Tower Hamlets has traditionally had a low outturn on this indicator – the child protection conference chairs have not removed children from a child protection plan unless confident that the threshold for a child protection plan is no longer met. The numbers of children being made subject to a child protection plan for a second time has therefore been low and this has been reflected in the target and performance. An independent audit of children within this cohort in 2008 indicated that our thresholds were appropriate and the recommendation from this audit has been implemented. We have employed child in need coordinators and there is a much more fluid transition between child protection and child in need, which, as other agencies feel more confident and knowledgeable about the child in need reviewing service, may enable them to feel that more risk can be managed under child in need rather than child protection. Any future target will need to reflect this. We are below other London authorities and any % increase would move us toward the higher banding and to the London average.</p> <p>Performance will get back on track by the end of the year. It may be however that the number of children who are re-registered/re-planned, will increase to a higher rate. Any future target will need to reflect this. We are below other London authorities and any % increase would move us toward the higher banding and to the London average.</p> <p>These are often complex cases increasingly featuring domestic violence where the management of risk is particularly difficult. If the numbers continue to increase, it may be worth examining these cases in greater detail and re-considering our approach</p>								



PI Ref No	PI Description	Responsible Officer	Outturn 2008/09	Target 2009/10	Outturn September 08/09	Estimate September 09/10	Actual September 09/10	Variance (comparing actual to target)	Direction of Travel (comparing to Sept last year, or 08/09)
<div style="display: flex; justify-content: space-between; align-items: center;"> 2008/09 2009/10 ← Estimate </div>									
<h3>Theme 5: A Healthy Community</h3>									
LAANI056d. National056d. Strategic504	Percentage of children in Year 6 with height and weight recorded who are obese. Measured in: % Good performance: Lower	Esther Trenchard-Mabere Primary Care Trust Clir A Asad	24.49	23.6	n/a	23.6	25.7	-8.90% RED	↑
<p>Monthly Performance: Our provisional 2008/09 (results for this financial year) results have just been submitted to the Department of Health and so are not yet validated. This appears to show that the trend is continuing to increase for children in year 6, where 25.7% of children measured were found to be obese. The targets set will be difficult to meet as they were set based upon one year of data, and require an increase of no more than 1% over 4 years. In addition, due to the relatively small numbers of children being measured at a local level, combined with less than a 100% coverage the confidence intervals are wider than the actual targets. There are a range of initiatives in place including the Tower Hamlets Food Award Scheme launched in October 2009, 25 applications have been received of which 7 take aways are working towards the Bronze Award. The Buywell scheme is also in place in 10 Tower Hamlets convenience stores to increase the availability and affordability of fresh fruit and vegetables for local children and families. Public health and Planning Officers are also considering how policy and planning levers could contribute to reducing childhood obesity, by reducing the availability of take away fast food.</p>									
LAANI112. National112. Strategic506	Under 18 conception rate Measured in: % Good Performance: Lower	Esther Trenchard-Mabere / Mary Durkin Primary Care Trust Clir A Asad	-20.8	-44	n/a	-44	-31.1	-29.10% RED	↑
<p>Monthly Performance: Despite failing to achieve target this quarter, quarterly figures provided by Office for National Statistics show significant reductions in the number of conceptions to the lowest levels in 10 years since reporting began in 1998. There have been 50 conceptions between January 2008 and June 2008, compared to 70 for the same period in 2007. This has had a very positive impact upon both the rate and change in the rate of conceptions, a rolling rate of 39.8 and a reduction in the percentage change to down to -31.1% from 57.8 in 1998. This is however only the mid year result and there are a further two quarters reporting to follow to establish the final year end results, however these initial reports are very encouraging, and we expect to achieve target.</p>									

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	182	175	175	0	
Income	0			0	
A02 Divisional Management & Administration	182	175	175	0	
Expenditure	82	82	82	0	
Income	-82	-82	-82	0	
A04 Preventative Technology	0	0	0	0	
Expenditure	1,119	1,119	1,119	0	
Income	-41	-41	-41	0	
A05 Carers Programme	1,078	1,078	1,078	0	
Expenditure	2,125	2,079	2,029	-50	
Income	0			0	
A09 Elders Assessment & Care Management	2,125	2,079	2,029	-50	
Expenditure	112	108	108	0	
Income	0			0	
A11 Physical Disabilities Sub Division	112	108	108	0	
Expenditure	1,090	1,066	1,066	0	
Income	0			0	
A12 Physical Disabilities Assessment	1,090	1,066	1,066	0	
Expenditure	91	89	89	0	
Income	-35	-35	-35	0	
A13 Learning Disabilities Sub Division	56	54	54	0	
Expenditure	798	783	783	0	
Income	-79	-79	-79	0	
A14 Learning Disabilities Assessment	719	704	704	0	
Expenditure	1,890	1,851	1,875	24	
Income	-4	-4	-14	-10	
A15 Occupational Therapy	1,886	1,847	1,861	14	
Expenditure	908	902	1,062	160	Increase in demand for equipment and the requirement for testing of electronic equipment has resulted in an increase in spend.
Income	0				Grant Income has been identified to fund the above expenditure in this year, however as this is non recurring funding, consideration is being given to how to manage the budget pressure in future years
A16 Occupational Therapy - Contribution	908	902	902	0	
Expenditure	489	481	481	0	
Income	-127	-127	-127	0	
A17 HIV Drugs Alcohol	362	354	354	0	
Expenditure	1,366	1,334	1,334	0	
Income	0			0	
A18 Hospital Social Work Teams	1,366	1,334	1,334	0	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	207	207	302	95	
Income	0	0	-95	-95	
A19 Vulnerable Adults	207	207	207	0	
Expenditure	317	317	317	0	
Income	-123	-123	-123	0	
A23 Mental Health Sub Division M&A	194	194	194	0	
Expenditure	3,299	3,403	3,453	50	
Income	-483	-642	-642	0	
A24 Area Mental Health Teams	2,816	2,761	2,811	50	
Expenditure	498	490	490	0	
Income	-34	-34	-34	0	
A25 Mental Health Day Centres	464	456	456	0	
Expenditure	103	102	102	0	
Income	0	0	0	0	
A30 Adult Resources Sub Division	103	102	102	0	
Expenditure	691	683	603	-80	
Income	-1	-1	-1	0	
A31 Physical Disabilities	690	682	602	-80	
Expenditure	463	456	456	0	
Income	-5	-5	-5	0	
A32 Learning Disabilities Day Centre	458	451	451	0	
Expenditure	1,691	1,665	1,665	0	
Income	-44	-36	-37	-1	
A33 Elders Day Centres	1,647	1,629	1,628	-1	
Expenditure	6,649	6,587	7,417	830	An increase in referrals to the service, and the introduction of a reablement pilot have resulted in this increased expenditure. Government grant has been identified to fund part of the overspend. Management is controlling the referrals to the In House Homecare Team and will continue to monitor this budget closely
Income	0	-380	-380	-380	
A34 Home Care	6,649	6,587	7,037	450	
Expenditure	257	252	252	0	
Income	0	0	0	0	
A37 Emergency Duty Team	257	252	252	0	
Expenditure	168	168	168	0	
Income	0	0	0	0	
A38 Older People And Homele	168	168	168	0	
Expenditure	521	529	1,229	700	Additional expenditure is being incurred as a result of the additional work required to meet the Government's transformation of social care agenda programme. We are now entering the second half of the programme, when activity will increase significantly. There is a specific Social Care Grant to cover this
Income	-178	-178	-878	-700	
A41 Personalisation	343	351	351	0	
Expenditure	24,428	24,417	24,876	450	Increased expenditure is due to an increase in expensive placements with complex and specialist needs. Additional Government grant has been identified to fund this expenditure as anticipated in the Medium Financial Planning process.
Income	-3,343	-3,344	-3,782	-438	
A42 Elders Commissioning	21,085	21,073	21,094	21	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	23,085	23,079	23,642	563	Increase in expenditure is due to the full year effect of previous transitions care packages, for people with complex needs, combined with an increased demand for homecare and individual support. The additional income is due to an increase in funding from NHS continuing care. Underspend elsewhere in the Directorate will be used to offset this variance.
Income	-3,609	-3,609	-3,957	-348	
A43 Learning Disabilities Commissioning	19,476	19,470	19,685	215	
Expenditure	10,059	10,052	10,471	419	Increase in expenditure is due to increases in costs and numbers in Residential Care. The additional income is due to an increase in the numbers being funded under NHS continuing care. Additionally, WNF schemes included in the forecast are not in the current budget
Income	-1,617	-1,617	-2,312	-695	
A44 Mental Health Commissioning	8,442	8,435	8,159	-276	
Expenditure	7,346	7,340	7,706	366	numbers in Home Care. The additional income is due to an increase in the numbers being funded under NHS continuing care, as well as the interpretation of cases under new NHS guidance.
Income	-933	-933	-1,344	-411	
A45 Physical Disabilities Commissioning	6,413	6,407	6,362	-45	
Expenditure	260	260	236	-24	The projected overspend is due to a combination of the staffing budget overspending in the transitional period before the new structure is implemented, the numbers in temporary households being greater than budgeted for and an underpend in the provision for bad debts as a result of a much improved performance.
Income	-151	-151	-151	0	
A46 HIV Commissioning	109	109	85	-24	
Expenditure	37,584	37,524	37,715	191	The income position is favourable because of more administration income than expected, which is related to the number of homeless households, and increased grant.
Income	-36,538	-36,685	-37,072	-387	
A49 Homeless & Housing Advice Services	1,046	839	643	-196	
Expenditure	16,945	16,945	16,945	0	
Income	-16,806	-16,806	-16,806	0	
Expenditure	139	139	139	0	
Income	0	172	172	0	
A53 Strategic Division M&A	173	172	172	0	
Expenditure	517			0	
Income	-111			0	
A54 Policy and Planning	406	0	0	0	
Expenditure	392	420	420	0	
Income	392	420	420	0	
A55 Quality and Performance	388	387	387	0	
Expenditure	388	387	387	0	
Income	388	387	387	0	
A56 Adult Services IT	390			0	
Expenditure	-72			0	
Income				0	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
A57 Strategic Projects	318	0	0	0	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	559	444	444	0	
Income	-27	-1	-1	0	
A58 Technical Resources	532	443	443	0	
Expenditure	572	556	556	0	
Income	0	0	0	0	
A59 Corporate Services	572	556	556	0	
Expenditure	497	497	886	389	Increase in expenditure is due to increased project management costs relating various project streams including a review of domiciliary care, the introduction of an electronic home care system, bidding to DH for funding for additional social care facilities and work required to integrate services with the PCT . This additional expenditure is being met from government grant
Income	497	497	-421	-421	
A61 Bus Supp & Prog Management	497	497	465	-32	
Expenditure	474	474	474	0	
Income	-111	-111	-111	0	
A62 Strategy and Policy	363	363	363	0	
Expenditure	587	587	587	0	
Income	0	0	0	0	
A66 Learning and Development	587	587	587	0	
Expenditure	26	26	26	0	
Income	26	26	26	0	
A68 Supported Employment	26	26	26	0	
Expenditure	1,132	1,156	1,156	0	
Income	-9	-9	-9	0	
A71 Finance Services	1,123	1,147	1,147	0	
Expenditure	161	29	29	0	
Income	161	29	29	0	
A72 Budget Shortfall Contingency	161	29	29	0	
Expenditure	4,272	4,279	4,279	0	
Income	4,272	4,279	4,279	0	
A90 Support Services Holding Account	4,272	4,279	4,279	0	
Adults' Health & Wellbeing Total	90,897	88,919	88,965	46	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	4,239	5,071	5,071	0	
Income	-4,105	-4,918	-4,918	0	
G02 Pre-Primary Education	134	153	153	0	
Expenditure	119,514	134,100	134,100	0	
Income	-115,510	-127,367	-127,367	0	
G04 Primary Education	4,004	6,733	6,733	0	
Expenditure	111,855	121,672	121,672	0	
Income	-106,517	-118,794	-118,794	0	
G06 Secondary Education	5,338	2,878	2,878	0	
Expenditure	11,800	15,203	15,203	0	
Income	-11,319	-14,556	-14,556	0	
G08 Special Education	481	647	647	0	
Expenditure	628	725	725	0	
Income	-251	-315	-316	-1	
G10 EYCL M&A	377	410	409	-1	
Expenditure	6,215	6,386	6,386	0	
Income	-5,699	-5,792	-5,792	0	
G11 Early Years	516	594	594	0	
Expenditure	2,765	2,986	3,031	45	
Income	-39	-39	-85	-46	
G12 Local Authority Day Nurseries	2,726	2,947	2,946	-1	
Expenditure	10,510	11,165	13,024	1,859	Additional grant income for Sure Start and Young Peoples Pilot
Income	-10,510	-10,610	-12,469	-1,859	Grant
G13 Childrens Centres	0	555	555	0	
Expenditure	580	1,014	936	-78	
Income	-28	-106	-28	78	
G14 School Improvement Primary	552	908	908	0	
Expenditure	2,161	2,653	2,705	52	
Income	-753	-961	-934	27	
G15 Pupil & Student Services	1,408	1,692	1,771	79	
Expenditure	9,499	9,615	11,081	1,466	There has been an increase in the number and level of need of pupils with special educational needs together with an increase in independent special school fees resulting in projected overspends in the provision of fees (although this affects the DSG, rather than the General Fund budget). The £200k variance is attributable to home-school transport costs which have risen because of the increase in the number of pupils with SEN. Consideration will be given as to how individual new commitments for transport that demonstrate a saving to the DSG (eg by placing at a local school, avoiding an expensive out-borough placement) and can then be eligible for consideration by the Schools Forum to charge the transport costs to the DSG.
Income	-5,227	-5,454	-6,720	-1,266	
G16 Special Educational Needs	4,272	4,161	4,361	200	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	3,283	4,340	4,365	25	
Income	-3,230	-3,644	-3,669	-25	
G17 Support For Learning Service	53	696	696	0	
Expenditure	1,010	1,587	1,561	-26	
Income	-322	-754	-728	26	
G18 Educational Psychology	688	833	833	0	
Expenditure	1,614	4,067	4,067	0	
Income	-174	-2,326	-2,326	0	
G19 Equalities and Parental Engagement	1,440	1,741	1,741	0	
Expenditure	172	205	205	0	
Income	0	0	0	0	
G20 Governors Services	172	205	205	0	
Expenditure	258	281	281	0	
Income	0	0	0	0	
G21 One O'clock Clubs	258	281	281	0	
Expenditure	151	163	159	-4	
Income	0	0	0	0	
G25 Young People & Learning M&A	151	163	159	-4	
Expenditure	628	1,100	1,403	303	
Income	-199	-280	-583	-303	
G26 School Improvement Secondary	429	820	820	0	
Expenditure	64	4,179	4,179	0	
Income	0	-2,715	-2,715	0	
G27 14 - 19 Year Olds	64	1,464	1,464	0	
Expenditure	0	291	291	0	
Income	0	-264	-264	0	
G28 Educational Improvement P'sh'g	0	27	27	0	
Expenditure	3,981	4,291	4,836	545	
Income	-3,981	-4,367	-4,912	-545	The increased expenditure has arisen due to increased demand for the service and has been funded from increased grant funding.
G29 PRU	0	-76	-76	0	
Expenditure	0	904	855	-49	
Income	0	-904	-904	0	
G30 Music/Arts Education	0	0	-49	-49	
Expenditure	396	434	436	2	
Income	-10	-10	-12	-2	
G33 E-Learning	386	424	424	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure		200	200	0	
Income		0	0	0	
G34 Excellence in Cities	0	200	200	0	
Expenditure	597	668	668	0	
Income	-186	-186	-186	0	
G37 Youth & Community Learning M&A	411	482	482	0	
Expenditure	3,731	4,597	4,883	286	The £100k overspend results from delays in the implementation of the Lifelong Learning staffing re-structure which contains assumed savings which has been delayed in part due to the Ofsted inspection which itself was later than planned.
Income	-3,255	-3,845	-4,031	-186	
G38 Lifelong Learning	476	752	852	100	
Expenditure	8,016	9,221	11,420	2,199	
Income	-721	-2,464	-4,664	-2,200	
G39 Youth & Connexions Service	7,295	6,757	6,756	-1	
Expenditure	1,192	1,450	1,493	43	
Income	-263	-203	-171	32	
G40 Junior Youth Service	929	1,247	1,322	75	
Expenditure	148	197	432	235	
Income	0	-45	-281	-236	
G41 Health Through Educator	148	152	151	-1	
Expenditure	761	803	866	63	
Income	-14	-14	-77	-63	
G42 Community Languages Team	747	789	789	0	
Expenditure	60	246	246	0	
Income		-56	-56	0	
G43 Out-of-hours Learning & Study Support	60	190	190	0	
Expenditure	1,318	1,318	1,381	63	
Income	-60	-60	-123	-63	
G44 Extended Schools	1,258	1,258	1,258	0	
Expenditure		0	420	420	
Income		0	-420	-420	
G45 Play	0	0	0	0	
Expenditure	933	942	942	0	
Income	-933	-934	-934	0	
G46 Community Premises	0	8	8	8	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	263	267	254	-13	
Income	0	0	0	0	
G49 Childrens Social Care M&A	263	267	254	-13	
Expenditure	1,982	2,178	2,329	151	Childrens Social Care continues to experience a significant increase in child protection activity and children in need work. In order to maintain the statutory level of service it has been necessary to employ additional staff. Changes and initiatives such as the social worker recruitment campaign and the new integrated pathway and support team will impact positively on the level of child care activity in the medium term.
Income	-63	-63	-63	0	
G50 Child Protection & Reviewing	1,919	2,115	2,266	151	
Expenditure	651	730	730	0	
Income	0	0	0	0	
G51 Childrens Resources : Management	651	730	730	0	
Expenditure	1,515	1,693	1,744	51	
Income	0	0	0	0	
G52 Childrens Resources : Resident	1,515	1,693	1,744	51	
Expenditure	2,480	2,772	2,778	6	
Income	-31	-31	-37	-6	
G53 Childrens Resources : Family	2,449	2,741	2,741	0	
Expenditure	18,032	18,162	18,037	-125	The commissioning budget is large and volatile, and unpredictable changes in demand for high cost placements can result in material changes in the forecast out-turn. Based on the best information currently available there is an anticipated year-end underspend of £149k
Income	-616	-417	-441	-24	
G54 Childrens Resources : Commissioning	17,416	17,745	17,596	-149	
Expenditure	2,236	2,496	2,468	-28	
Income	0	0	0	0	
G55 Children Looked After	2,236	2,496	2,468	-28	
Expenditure	2,533	2,757	2,707	-50	
Income	-169	-169	-122	47	
G56 Leaving Care	2,364	2,588	2,585	-3	
Expenditure	6,837	7,827	8,453	626	Increased agency staff costs due to the increased demand for Children's Social Care services. A recruitment campaign will be launched in the next few weeks to recruit permanent staff and reduce the reliance on agency staff. In addition, there has been a re-focusing on supporting partner agencies to support children before any referral to Children's Social Care
Income	-12	-239	-239	0	
G57 Fieldwork	6,825	7,588	8,214	626	
Expenditure	2,573	2,513	2,857	344	The increase in expenditure relates to an Early Years Short Breaks Programme and is offset by increased funding from Early Years.
Income	-211	-121	-465	-344	
G58 Integrated Services for CWD	2,362	2,392	2,392	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	313	341	341	0	
Income	-44	-44	-44	0	
G59 Emergency Duty Team	269	297	297	0	
Expenditure	1,547	1,771	2,710	939	
Income	-864	-939	-1,878	-939	
G60 Youth Offending Service	683	832	832	0	
Expenditure	1,623	1,725	1,704	-21	
Income	0	0	0	0	
G61 Children-Mental Health (CAMHS)	1,623	1,725	1,704	-21	
Expenditure	564	291	380	89	
Income	-40	0	-50	-50	
G65 SPP M&A	524	291	330	39	
Expenditure	1,891	2,054	2,054	0	
Income	-34	-49	-48	1	
G67 Commissioned Services	1,857	2,005	2,006	1	
Expenditure	33,714	31,282	31,282	0	
Income	-31,599	-31,021	-31,021	0	
G68 External Funding & Partnerships	2,115	261	261	0	
Expenditure	126	171	186	15	
Income	-40	0	0	0	
G69 Communications	86	171	186	15	
Expenditure	230	306	293	-13	
Income	-155	-197	-197	0	
G70 CIS	75	109	96	-13	
Expenditure	1,066	1,279	1,279	0	
Income	0	0	0	0	
G71 Performance Research & Statistics	1,066	1,279	1,279	0	
Expenditure	260	371	393	22	
Income	0	0	-50	-50	
G72 Programme Management	260	371	343	-28	
Expenditure	0	0	0	0	
Income	0	0	0	0	
G73 Quality Audit & Project Management	0	0	0	0	
Expenditure	0	0	0	0	
Income	0	0	0	0	
G74 Quality & Performance	0	0	0	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	687	739	739	0	
Income	-379	-379	-379	0	
G75 IT Social Care	308	360	360	0	
Expenditure	266	286	286	0	
Income	-26	-29	-29	0	
G79 Childrens Services Resources	240	257	257	0	
Expenditure	438	574	574	0	
Income	0	0	0	0	
G80 Information & Support Services	438	574	574	0	
Expenditure	1,089	1,180	1,180	0	
Income	-467	-470	-470	0	
G81 Building Dev & Tech Service	622	710	710	0	
Expenditure	11,444	3,749	3,766	17	
Income	-1,171	-150	-158	-8	
G82 Childrens Services Finance	10,273	3,599	3,608	9	
Expenditure	1,718	1,590	1,590	0	
Income	0	0	0	0	
G83 Childrens Services HR	1,718	1,590	1,590	0	
Expenditure	50	50	4	-46	
Income	0	0	0	0	
G84 Teacher Recruitment	50	50	4	-46	
Expenditure	666	0	0	0	Budget transferred to Resources
Income	-64	0	0	0	
G85 Learning & Development	602	0	0	0	
Expenditure	793	910	1,262	352	
Income	-424	-424	-971	-547	As part of cost savings at the PDC two posts were combined into one, that of Business Manager. Moreover the rental/SLA arrangements with 'occupiers' of the PDC have been put on a more businesslike footing. The increased expenditure relates to estimated costs for Gorsefield over and above the budgeted amount.
G86 PDC	369	486	291	-195	
Expenditure	849	1,437	1,437	0	
Income	0	-550	-550	0	
G89 Building Schools for the Future	849	887	887	0	
Expenditure	0	0	0	0	
Income	0	0	0	0	
G91 Holding accounts	0	0	0	0	
Total	96,800	96,300	97,093	793	
Add: Trading Accounts (See Appendix 6)	0	0	0	0	
Children, Schools and Families Total	96,800	96,300	97,093	793	

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR			Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000 Variance	
Expenditure	1,702	2,548	2,548	0
Income	-1,702	-2,548	-2,548	0
E01 Management & Support	0	0	0	0
Expenditure	586	575	575	0
Income	-586	-575	-575	0
E10 Street Services Management & Admin	0	0	0	0
Expenditure	30,563	30,549	30,549	0
Income	-5,034	-5,035	-5,035	0
E11 Waste & Cleansing Services	25,529	25,514	25,514	0
Expenditure	11,850	11,844	11,844	0
Income	-2,080	-2,080	-2,080	0
E12 Transportation & Highways	9,770	9,764	9,764	0
Expenditure	1,721	1,690	1,690	0
Income	-1,721	-1,690	-1,690	0
E14 Local Enforcement Teams	0	0	0	0
Expenditure	125	122	122	0
Income	-125	-122	-122	0
E20 Environment Control Manager	0	0	0	0
Expenditure	2,469	2,583	2,583	0
Income	-884	-1,056	-1,056	0
E21 Trading Standards	1,585	1,527	1,527	0
Expenditure	6,738	7,013	7,013	0
Income	-1,266	-1,633	-1,633	0
E22 Environmental Health	5,472	5,380	5,380	0
Expenditure	5,107	5,110	5,110	0
Income	-3	-3	-3	0
E23 Concessionary Fares	5,104	5,107	5,107	0
Expenditure	10,467	10,467	10,467	0
Income	-10,467	-10,467	-10,467	0
E24 Parking Control	0	0	0	0
Expenditure	845	866	866	0
Income	-438	-426	-426	0
E36 Health & Safety	407	440	440	0
Expenditure	394	301	301	0
Income	-394	-301	-301	0
E40 Divisional Management	0	0	0	0
Expenditure	10,109	9,946	9,946	0
Income	-1,630	-1,630	-1,630	0
E41 Idea Stores Management	8,479	8,316	8,316	0
Expenditure	5,053	5,583	5,583	0
Income	-233	-730	-730	0
E42 Sports & Physical Activity	4,820	4,853	4,853	0

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	6,935	6,840	6,840	0	
Income	-1,087	-829	-829	0	
E43 Parks & Open Spaces	5,848	6,011	6,011	0	
Expenditure	1,923	2,258	2,258	0	
Income	-392	-748	-748	0	
E44 Arts & Events	1,531	1,510	1,510	0	
Expenditure	840	840	840	0	
Income	-840	-840	-840	0	
E45 Mile End Park	0	0	0	0	
Expenditure	150	157	157	0	
Income	0	0	0	0	
E51 Head of Crime Reduction	150	157	157	0	
Expenditure	2,138	2,530	2,530	0	
Income	-189	-291	-291	0	
E53 Partnership and Performance	1,949	2,239	2,239	0	
Expenditure	1,946	2,090	2,090	0	
Income	-800	-800	-800	0	
E54 Operations	1,146	1,290	1,290	0	
Expenditure	904	911	911	0	
Income	-77	-97	-97	0	
E55 Policy & Victims	827	814	814	0	
Expenditure	3,450	3,641	3,341	-300	This variance relates to delays in programmes commencing in year which will be offset by grant funding being carried forward into 2010/11
Income	-2,151	-1,929	-1,929	0	
E56 Drugs Action Team	1,299	1,712	1,412	-300	
Expenditure	2,476	2,462	2,462	0	
Income	-1,893	-1,892	-1,892	0	
E61 Participation & Engagement	583	570	570	0	
Expenditure	0			0	
Income	0			0	
E62 Working Neighbourhoods Fund	0	0	0	0	
Total	74,499	75,204	74,904	-300	
Add: Trading Accounts (See Appendix 6)	0	0	0	0	
Communities, Localities & Culture Total	74,499	75,204	74,904	-300	

DEVELOPMENT & RENEWAL	FULL YEAR				Variance	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	2,728	3,429	3,328	-101	This underspend is due to non-recurrent savings within the Major Project and Development budget which supports additional staff within the Management and Support Services vote.	
Income	-918	-1,221	-1,247	-26		
J04 Major Project & Development	1,810	2,208	2,081	-127	Risk: The Directorate budget includes a high level of income from development fees. These are forecast to decline as a direct consequence of the current 'credit crunch' and its impact on the property market. Currently however, planning fee income received is higher than budgeted levels for the year to date, although it must be stressed that this is due to various one-off large applications being received. There is still a significant level of risk with regards to the income forecast to be received.	
Expenditure	2,731	3,118	2,971	-147		
Income	-2,240					
J06 Development Decisions	491	538	206	-332		
Expenditure	2,670	3,268	3,268	0		
Income	-1,128	-1,751	-1,751	0		
J08 External Project Funding	1,542	1,516	1,516	0		
Expenditure	660	660	660	0		
Income	0	0	0	0		
J10 Match Funding	660	660	660	0		
Expenditure	1,941	2,894	2,829	-65		
Income	-391	-1,148	-1,101	48		
J12 Resources	1,550	1,745	1,729	-17		
Expenditure	5,602	5,189	5,303	114	These increased non-recurrent costs are due to the need for additional temporary administrative support which is being funded from the underspend on the Major Project and Development vote.	
Income	-116	-90	-90	0		
J14 Management & Support Services	5,486	5,099	5,213	114		
Expenditure	2,211	2,211	2,211	0		
Income	-605	-704	-704	0		
J16 Asset Management	1,606	1,507	1,507	0		
Expenditure	660	1,115	1,114	-1		
Income	0	-195	-199	-4		
J18 Olympics	660	920	915	-5		
Expenditure	6,845	4,828	5,121	293	The increased costs and associated income are largely due to the work on the Planning Core Strategy and Strategic Housing function which is being funded from the underspend on the Development Decisions vote.	
Income	-2,948	-2,288	-2,469	-180		
J20 Regeneration Strategy Sustainability	3,897	2,540	2,653	113		

DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	0	368	436	68	Risk: The Housing Regeneration team has been historically funded from Housing Capital resources. With the focus of the team now centered on the two main regeneration projects at Blackwall Reach and the Ocean Estate, the flexibility for charging schemes is reduced along with the change in Financial Regulations. Alternative funding sources are being determined by the Directorate to mitigate the level of risk. These will include eligible expenditure being financed through Housing and Planning Delivery Grant.
Income	0	-450	-320	129	
J22 Housing Regeneration	0	-82	116	197	
Expenditure	0	5,293	4,280	-1,013	Risk: The Local Labour in Construction service has been historically funded through a combination of Housing Capital, HRA and Section 106 resources and trading income. The service transferred to Development and Renewal from the former Housing Directorate in April 2008, and it soon became apparent that the assumed levels of external funding would not be realised. A review of the service was agreed as part of the 2009-10 budget process in order to ease pressures in future years, however there is a significant pressure in 2009-10 financial year.
Income	0	-4,741	-3,480	1,262	
J24 Employment & Enterprise	0	552	801	249	
Total	17,702	17,204	17,396	192	
Add: Trading Accounts (See Appendix 6)	0	0	230	230	
Development & Renewal Total	17,702	17,204	17,626	422	

CHIEF EXECUTIVE'S	FULL YEAR				Variance	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	3,344	3,313	3,280		-33	As reported in quarter 1 weak market conditions continues to reduce advertising income. However, the first quarter year-end deficit projection has been reduced to £280,000 compared to the first quarter's year-end projection. However, the current budget performance continues to be kept under close and continuous review.
Income	-3,344	-3,344	-3,031		313	
C14 Communications	0	-31	249		280	
Expenditure	664	652	652		0	
Income	0	0	0		0	
C16 Strategy & Performance	664	652	652		0	
Expenditure	3,943	3,890	3,890		0	
Income	-3,649	-3,649	-3,649		0	
C52 Legal Services	294	241	241		0	
Expenditure	2,338	1,905	1,905		0	
Income	-556	-142	-142		0	
C54 Scrutiny & Equalities	1,782	1,763	1,763		0	
Expenditure	1,063	1,050	1,050		0	
Income	-393	-393	-393		0	
C56 Registration of Births, Deaths	670	657	657		0	
Expenditure	605	603	603		0	
Income	0	0	0		0	
C58 Electoral Registration	605	603	603		0	
Expenditure	30	30	30		0	
Income	0	0	0		0	
C60 Borough Elections	30	30	30		0	
Expenditure	2,741	2,718	2,718		0	
Income	-263	-263	-263		0	
C62 Democratic Services	2,478	2,455	2,455		0	
Expenditure	830	830	830		0	
Income	0	0	0		0	
C78 Demo Representation & Mgt	830	830	830		0	
Expenditure	4,041	4,357	4,357		0	
Income	-523	-523	-523		0	
C80 Corporate Management	3,518	3,834	3,834		0	
Chief Executive's Total	10,871	11,034	11,314		280	

RESOURCES Directorate	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	2,261	2,233	2,233	0	
Income	-2,261	-2,261	-2,261	0	
R32 Corporate Finance	0	-28	-28	0	
Expenditure	923	913	913	0	
Income	-923	-923	-923	0	
R34 Internal Audit	0	-10	-10	0	
Expenditure	35,210	35,238	35,238	0	
Income	-31,159	-31,159	-31,159	0	
R36 Council Tax & NNDR	4,051	4,079	4,079	0	
Expenditure	992	966	966	0	
Income	-752	-752	-752	0	
R38 Procurement	240	214	214	0	
Expenditure	592	583	583	0	
Income	-592	-592	-592	0	
R40 Risk Management	0	-9	-9	0	
Expenditure	1,225	1,212	1,212	0	
Income	-1,225	-1,225	-1,225	0	
R42 Debtors Income Service	0	-13	-13	0	
Expenditure	508	502	502	0	
Income	-508	-508	-508	0	
R44 Cashiers	0	-6	-6	0	
Expenditure	866	854	854	0	
Income	-866	-866	-866	0	
R46 Payments	0	-12	-12	0	
Expenditure	9,737	9,764	9,764	0	
Income	-9,737	-9,737	-9,737	0	
R48 Information Services	0	27	27	0	
Expenditure	7,366	6,500	6,500	0	
Income	-3,749	-3,749	-3,749	0	
R50 Contact Centre	3,617	2,751	2,751	0	
Expenditure	21,965	21,901	22,701	800	
Income	-18,283	-18,292	-18,292	0	
R52 Admin Buildings	3,682	3,609	4,409	800	
Expenditure	187,969	187,969	187,969	0	
Income	-187,474	-187,474	-187,474	0	
R54 Housing Benefits	495	495	495	0	
Expenditure	467	476	476	0	
Income	-858	-459	-459	0	
R56 Depots	-391	17	17	0	

There are continuing pressures on the Office Accommodation budget arising from delays in disposing of vacant and underused office buildings and pressure on costs at East India Dock. Mitigating actions are being pursued to contain these costs.

RESOURCES Directorate	FULL YEAR				Variance	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	6,658	7,328	7,328	0		
Income	-6,125	-6,125	-6,125	0		
R58 Benefits Admin Team	533	1,203	1,203	0		
Expenditure	425	421	421	0		
Income	-425	-425	-425	0		
R60 Reprographics	0	-4	-4	0		
Expenditure	2,058	2,035	2,035	0		
Income	-2,208	-2,208	-2,208	0		
R64 Shared Services	-150	-173	-173	0		
Expenditure	3,687	3,638	3,638	0		
Income	-3,658	-3,658	-3,658	0		
R72 Human Resources	29	-20	-20	0		
Expenditure	388	382	382	0		
Income	-65	-65	-65	0		
R74 Occupational Health	323	317	317	0		
Expenditure	4,962	5,620	5,620	0		
Income	-3,393	-3,393	-3,393	0		
R76 HR/Learning & Development	1,569	2,227	2,227	0		
Expenditure	1,905	1,627	1,627	0		
Income	0	0	0	0		
R82 Non-Distributed Costs	1,905	1,627	1,627	0		
Resources Total	15,904	16,291	17,091	800		

	Expenditure			Income			Net Variance			Comments/Risks
	Latest Budget	Projected Outturn	Variance	Latest Budget	Projected Outturn	Variance	Latest Budget	Projected Outturn	Variance	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
CORPORATE COSTS / CAPITAL FINANCING										
Expenditure/(Income)	18,383	18,383	-	(6,336)	(4,636)	1,700	12,047	13,747	1,700	In the medium term the Council is expecting a significant shortfall in investment income due to the current economic conditions

TRADING ACCOUNT MONITORING
(2nd
Quarter)
2009-10

Children, Schools & Families	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure			1,277	1,277	1,277	
Income			-1,277	-1,277	-1,277	
Contract Services: Building Cleaning	0	0	0	0	0	
Expenditure			1,084	1,084	1,084	
Income			-1,084	-1,084	-1,084	
Contract Services: Welfare Catering	0	0	0	0	0	
Expenditure			8,894	8,894	8,894	
Income			-8,894	-8,894	-8,894	
Contract Services: Schools Catering	0	0	0	0	0	
Expenditure			165	165	165	
Income			-165	-165	-165	
Schools Finance Trading A/c	0	0	0	0	0	
Expenditure			165	165	165	
Income			-165	-165	-165	
Development Trading A/c	0	0	0	0	0	
Expenditure			510	510	510	
Income			-510	-510	-510	
School Keeping Trading A/c	0	0	0	0	0	
Expenditure			2,208	2,208	2,208	
Income			-2,208	-2,208	-2,208	
Building & Technical Services Trading A/c	0	0	0	0	0	
Expenditure			669	669	669	
Income			-669	-669	-669	
89101 Sch. Library Service	0	0	0	0	0	
Expenditure			100	100	100	
Income			-100	-100	-100	
89002 HEC. Disbursement	0	0	0	0	0	

TRADING ACCOUNT MONITORING
(2nd
Quarter)
2009-10

Children, Schools & Families	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure			135		135	
Income			-135		-135	
89102 HEC. Trading	0	0	0	0	0	
Expenditure			842		842	
Income			-842		-842	
89107 Music Trading	0	0	0	0	0	
Expenditure			551		551	
Income			-551		-551	
89105 IT. Trading	0	0	0	0	0	
Expenditure			252		252	
Income			-252		-252	
89108 Governors Trading Account	0	0	0	0	0	
Expenditure			790		790	
Income			-790		-790	
89109 CLC Trading Account	0	0	0	0	0	
Expenditure			454		454	
Income			-454		-454	
81506 Attendance and Welfare Services SLA Account	0	0	0	0	0	
Expenditure			137		137	
Income			-137		-137	
89010 Workplace Nursery	0	0	0	0	0	
Expenditure			1,057		1,057	
Income			-1,057		-1,057	
81602 SLS Trading A/c	0	0	0	0	0	
Children, Schools and Families Total	0	0	0	0	0	

TRADING ACCOUNT MONITORING
(2nd Quarter)

2009-10

Communities, Localities & Culture	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	1939	1,939	1,939	0	
Income	-1939	-1,939	-1,939	0	
E30 Fleet Management	0	0	0	0	
Expenditure	5032	5,032	5,032	0	
Income	-5032	-5,032	-5,032	0	
E31 Passenger Transport	0	0	0	0	
Expenditure	408	408	408	0	
Income	-408	-408	-408	0	
E32 DSO Vehicle Workshop	0	0	0	0	
Expenditure	2131	2,131	2,131	0	
Income	-2131	-2,131	-2,131	0	
E25 Street Trading	0	0	0	0	
Communities, Localities & Culture Total	0	0	0	0	

TRADING ACCOUNT MONITORING
(2nd Quarter)
2009-10

Development & Renewal	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	1,533	1,533	1,373		-160	The Service relies on a high level of income from external organisations which is directly linked to the development market and in addition competes for work against the private sector. Income levels are forecast to decline as a direct consequence of the current 'credit crunch' and its impact on the property market.
Income	-1,533	-1,533	-1,147		386	
Building Control	0	0	226		226	Although fee levels and the budget were both reduced with effect from 1 April 2009, Land Charge search fee income is forecast to be significantly lower than anticipated as a direct consequence of both the current economic climate and competition from personal search companies. Officers are currently assessing alternative means of minimising the impact.
Expenditure	427	427	190		-238	
Income	-427	-427	-186		242	
Local Land Charges	0	0	4		4	
Development & Renewal Total	0	0	230		230	

LATEST TARGETS 2009/2010

APPENDIX 4A

	Cabinet	Early Retirements Reimbursement	Pay Inflation clawback	LAP Menus Allocated	LAP Menus Unallocated	Health & Safety Post	Transfer of L & D Function	Pension Fund adj	Carry Forwards - July Cabinet	Housing Benefit - July Cabinet	One stop shops	CREM 2 Latest Targets 2009/2010	Additional Targets		Revised Targets 2009-10
													Single Status	Pay Award	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Service Budgets															
Adult Services	89,547		(636)								8	88,919	467	283	89,669
Children, Schools & Families	96,795	(127)	(782)		1,122		(710)				2	96,300		348	96,648
Communities, Localities & Culture	74,499	(64)	(556)			49					18	75,204		247	75,451
Development and Renewal	17,702	(18)	(296)					(39)				17,205		132	17,337
Chief Executive	10,871	(17)	(180)						350		26	11,034		80	11,114
Resources	15,904	(27)	(606)					39	213	128	(54)	16,291		269	16,560
Corporate/Capital	14,174	253	-	(1,258)	(1,122)		710					12,047	(467)		11,580
	319,492	-	(3,056)	-	-	-	-	-	563	-	-	316,999	-	1,359	318,358
Payments to/from Balances															
Corporate Contingency	-														
Local Public Service Agreement Reserve	(660)		3,056									3,056		(1,359)	1,697
Parking Control Reserve	(3,040)											(660)			(660)
Earmarked Reserves												(3,040)			(3,040)
Housing Choice Earmarked Reserve									(563)			(563)			(563)
Efficiency Reserve	689														
Insurance Fund Earmarked Reserve	500											689			689
Asset Management Reserve	-											500			500
Area Based Grant income	(19,055)											(19,055)			(19,055)
General Balances	-														
	297,926	-	-	-	-	-	-	-	-	-	-	297,926	-	-	297,926
TOTAL NET BUDGET															

VIREMENTS BETWEEN DIRECTORATES UNDER £250,000
2009/2010

APPENDIX 4B

Name of Service	Latest Budget	Proposed Recurring	Effect on 2010/2011	Proposed Non-	Reasons for virement/target adjustments (This text will be included in the report)
	£000	Virement/Target Adjustment 2009/2010 £000	of Proposed Virement/Target Adjustment £000	recurring Virements £000	
VIREMENTS					
From					
Resources					
To					
Adults, Health & Wellbeing				-54.0	Transfer of budget for One Stop Shops
Children, Schools & Families				8.0	
Communities, Localities & Culture				2.0	
Chief Executives				18.0	
				26.0	
TARGET TOTAL	0.0	0.0	0.0	0.0	

VIREMENTS BETWEEN DIRECTORATES OVER £250,000
2009/2010

APPENDIX 4B

Name of Service	Latest Budget	Proposed Recurring	Effect on 2010/2011	Proposed Non-	Reasons for virement/target adjustments (This text will be included in the report)
	£000	Virement/Target Adjustment 2009/2010 £000	of Proposed Virement/Target Adjustment £000	recurring Virements £000	
VIREMENTS					
From					
Corporate/Capital					
To					
Adults, Health & Wellbeing				-467.0	Transfer of budget to cover Single Status costs
From					
Corporate		-1359.0	-1359.0	467.0	Allocation of pay inflation
To					
Adults, Health & Wellbeing		283.0	283.0		
Children, Schools & Families		348.0	348.0		
Communities, Localities & Culture		247.0	247.0		
Development & Renewal		132.0	132.0		
Chief Executives		80.0	80.0		
Resources		269.0	269.0		
TARGET TOTAL	0.0	0.0	0.0	0.0	

VIREMENTS BETWEEN SERVICES OVER £250,000					
Service/Directorate	Latest Budget £000	Proposed Recurring Virement/Target Adjustment 2009/2010 £000	Effect on 2010/2011 of Proposed Virement/Target Adjustment £000	Proposed Recurring Virements £000	Reasons for virement
VIREMENTS OVER £250K					
CHILDREN, SCHOOLS & FAMILIES					
CSF/V58					
Building Schools for the Future (G89)	0.0	600.0	600.0	600.0	To transfer budget from Consultants costs to Salaries as posts in the core team are filled thus reducing the reliance on external consultants.
Employee costs					
External Services Received	600.0	-600.0	0.0		
CSF/V59					
Strategic Partnerships & Performance					
Communications (G69)					
Employee costs	95.0	212.0	307.0		To transfer the budget for the Early Years Childrens Information System to SPP - Communications to reflect the managerial/administrative arrangements.
Premises costs	0.0	3.0	3.0		
Transport costs	0.0	3.0	3.0		
Supplies & Services	19.0	42.0	61.0		
Government Grants	0.0	-260.0	-260.0		
Early Years Children & Learning					
Early Years Service (G11)					
Third Party Payments	5358.0	-260.0	5098.0		
Government Grants	-5790.0	260.0	-5530.0		
CSF/V60					
Strategic Partnerships & Performance					
Childrens Information Systems					
(ContactPoint) (G70)					
Employee costs	241.0	213.0	454.0		To transfer the budget for the Quality Audit & Development Team to Project Management/ContactPoint to reflect the managerial/administrative arrangements.
Transport costs	3.0	2.0	5.0		
Supplies & Services	29.0	14.0	43.0		
Performance, Research & Statistics (G71)					
Employee costs	964.0	-312.0	652.0		
Internal recharges	111.0	-21.0	90.0		
Programme Management (G72)					
Employee costs	243.0	99.0	342.0		
Transport costs	0.0	1.0	1.0		
Supplies & Services	11.0	4.0	15.0		
VIREMENT TOTAL CHILDRENS	1884.0	0.0	1884.0	-	

Service/Directorate	Latest Budget £000	Proposed Recurring Virement/Target Adjustment 2009/2010 £000	VIREMENTS BETWEEN SERVICES OVER £250,000		Reasons for virement
			Effect on 2010/2011 Virement/Target Adjustment £000	Proposed recurring Virements £000	
ADULTS, HEALTH & WELLBEING					
Older People Commissioning (A42) Third Party Payments	22,544.0	350.0	22894.0		To reflect increased expenditure due to an increase in expensive placements with complex and specialist needs
Government Grants	0.0	-350.0	-350.0		To reflect additional grant funding, as anticipated in the medium term financial planning process
Learning Disabilities Commissioning (A43)					
Third Party Payments	22,544.0	300.0	22844.0		To reflect increased expenditure due to the full year effect of previous transitions care packages
Other Grants & Reimbursements	-213.0	-300.0	-513.0		To reflect additional income from NHS continuing care
Personalisation (A41)					
Third Party Payments	0.0	700.0	700.0		To reflect increased expenditure as a result of extra work required to meet the Government's transformation of social care agenda
Government Grants	0.0	-700.0	-700.0		To reflect entitlement to Social Care Grant to cover the additional costs of the Government's transformation of social care agenda
Physical Disabilities Commissioning (A45)					
Third Party Payments	7,026.0	350.0	7376.0		To reflect increased expenditure due to an increase in costs and numbers in home care.
Other Grants & Reimbursements	-810.0	-350.0	-1160.0		To reflect increased funding from NHS Continuing Care
Business Support & Project Management (A45)					
Employees	497.0		497.0	389.0	To reflect increased project management costs relating to review of domiciliary care, introduction of electronic home care system and work required to integrate services with the PCT
Government Grants	0.0		0.0	-389.0	To reflect additional government grant to meet increased project management costs
VIREMENT TOTAL ADULTS	51,588.0	0.0	51,588.0		

Cumulative 2009/10 efficiency gains					
	Reported Annual Efficiency Gains	Annual Efficiency Gains Forecast to Q2 2009/10	Annual Efficiency Gains Actuals to Q2 2009/10	Comment	
	2009/10 £000	2009/10 £000	2009/10 £000		
Adults Health & Wellbeing					
SAV/AHWB/01	Efficiencies in Management & Monitoring of Home care	171	85	85	
SAV/AHWB/02	Improved efficiency of procurement of Supplies & Services	150	75	75	
SAV/AHWB/04	Restructuring of Hospital Social Work Services	129	129	129	
SAV/AHWB/05	Business Process Re-engineering	586	293	293	
	sub-total	1,036	582	582	
Children Schools and Families					
SAV/CS/02	Streamlining Support for Families in need	46	23	10	At this stage the £26k saving in Child Protection is unlikely to be achieved due to most senior staff being at the top of the salary scale. DMT to consider alternatives
SAV/CS/03	Children's Social Care Commissioning	150	75	0	Currently the placement budget in social care is under severe financial pressure due to the already well documented increase in activity being experienced by the service. It is unlikely that this saving will be realised. DMT to consider alternatives
SAV/CS/04	Organisational Restructure YPL	40	20	20	
SAV/CS/05	Invest to Save - Attendance Welfare Service	79	40	40	
SAV/CS/06	Non-Statutory Support to Schools	25	13	13	
SAV/CS/08	Vendor Managed Service	30	15	15	
SAV/CS/09	Integration of Children's Services	456	228	228	
SAV/CS/10	Young People Outside School	40	20	20	Achieved through the receipt of external income
SAV/CS/11	Lifelong Learning	60	30	0	Delays in implementing service restructure. Further work by this area to be pursued
SAV/CS/12	Review of Non-Statutory Provision	250	125	0	At this stage in the year no savings have been achieved. As outlined in the budget monitoring report there is considerable operational and financial pressure on all social care budgets following the Baby Peter case and the Laming Review. This rise in pressure has not changed and is not expected to reduce. DMT to consider alternatives
SAV/CS/13	Early Years Advisory Team	50	25	25	
SAV/CS/14	Streamlining Extended Provisions	30	15	0	Delays in implementing service restructure. Further work by this area to be pursued
SAV/CS/15	Restructure Quality & Audit Team	24	12	12	

EFFICIENCY SAVINGS SUMMARY 2009-10

Cumulative 2009/10 efficiency gains					
	Reported Annual Efficiency Gains	Annual Efficiency Gains Forecast to Q2	Annual Efficiency Gains Actuals to Q2	Comment	
	2009/10 £000	2009/10 £000	2009/10 £000		
SAV/CS/16	191	96	0	Owing to unforeseen budget pressures, the planned savings across EYCL are unlikely to be achieved. Work on finding alternative savings/efficiencies is on going and at this stage it is anticipated that these will be found by year end	
SAV/CS/01/09	195	0	0	Collation and filtering of vacant posts is complete, although there is some concern that vacancies covered by agency staff are not being excluded and that some posts may not have sufficient budget. The details will be analysed and translated into a series of target reductions for consideration by DMT for 2009/10 and 2010/11. Any slippage on the implementation of this will be covered by unspent budgets elsewhere within the department, so there is no danger of the target saving not being met, but it will have to be implemented to deliver the higher target for 2010/11.	
SAV/CS/02/09	229	0	0	Detailed analysis of unit costs is complete, but the next stage of the process in identifying where and how exactly the highest unit costs should be scaled down (and whether this is always the desirable course of action) is yet to take place. Again, the savings target is being covered by unspent budgets elsewhere within the department in the case of slippage, but some contribution to this is expected during 2009/10, with a greater contribution in 2010/11.	
SAV/CS/03/09	715	358	358	Savings applied to non-staff budgets across CSFD and reflected in budget monitoring positions.	
	2,610	1,095	741		
sub-total					
Communities, Localities & Culture					
SAV/CLC/01	80	40	40		
SAV/CLC/03	100	100	100		
SAV/CLC/04	35	18	0	Current projection is that savings will not materialise in 2009/10. Compensating savings are being made elsewhere in the budget	
SAV/CLC/05	127	64	64		
SAV/CLC/09	45	23	23		
SAV/CLC/10	175	88	88		
SAV/CLC/14	90	45	45		
SAV/CLC/12	45	23	23		
sub-total	697	401	383		

Cumulative 2009/10 efficiency gains						
	Reported Annual Efficiency Gains	Annual Efficiency Gains Forecast to Q2 2009/10	Annual Efficiency Gains Actuals to Q2 2009/10			
	2009/10 £000	2009/10 £000	2009/10 £000			
Development & Renewal:						
SAV/COR/01	5	3	3			
SAV/DR/02	10	3	0			0 The required software package is currently being considered by IT. It is unlikely that any savings will be generated from the package in 2009-2010.
SAV/DR/04	20	10	10			
SAV/DR/05	60	15				It is assumed that there will be no efficiency savings realised in 2009-2010.
SAV/COR/01	7	4	4			
SAV/DR/01/09	69	35	35			
SAV/DR/02/09	51	0	0			
SAV/DR/03/09	150	0	0			0 Any efficiency savings will be realised towards the end of the financial year
SAV/DR/04/09	45	23	23			
sub-total	417	93	115			
Chief Executive's						
Chief Executive's						
SAV/CE/06	69	35	35			
SAV/CE/07	40	20	20			
sub-total	109	55	55			
Resources						
SAV/CE/05	20	10	10			
SAV/CE/08	150	75	75			
SAV/CE/09	125	63	63			
SAV/CE/10	150	75	38			
SAV/DR/06	110	55	55			
sub-total	555	278	231			
Corporate						
SAV/COR/01	250	125	125			
sub-total	250	125	125			
Total	5,674	2,629	2,232			

**SERVICE IMPROVEMENT GROWTH PROGRESS
ADULTS**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
<u>2009/10</u>							
SIG/COR/01	London Living Wage		75	75	To ensure that agency staff employed by the In House homecare team will receive the London Living Wage	Yes-in progress	We are currently in the process of identifying the staff that are paid below the LLW
<u>Earlier Years</u>							
SIG/AHWB/01	LinkAge Plus	Services for Older People	81	81	This funding was established to mainstream the Linkage Plus project funded through DWP and NRF which finished in 2008	Yes	
Total – Adults Health & Wellbeing			156	156			

**SERVICE IMPROVEMENT GROWTH PROGRESS
CHILDREN, SCHOOLS AND FAMILIES**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
<u>2009/10</u>							
SIG/COR/01	London Living Wage	All (lead officer: Kate Bingham)	185	185		Yes	
<u>Earlier Years</u>							
ONE/CS/01	Youth Service Contracts	Youth Service (lead officer: Mary Durkin)	1,000	1,000		Yes	
Total – Children, Schools & Families			1,185	1,185			

**SERVICE IMPROVEMENT GROWTH PROGRESS
COMMUNITIES, LOCALITIES & CULTURE**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Any Issues/ Problems/ Slippage
2009/10							
SIG/CLC/02	LAP Menus	CLC & Children's Directorates	2,380	2,080	To deliver Children's, Public Realm, Community Safety and Cultural Services in accordance with the LAP menu agreed outcomes. Overall Target: Improved civil enforcement against ASB and related issues. Staff now appointed, with accreditation and training due to begin when staff take up posts	All services are on target to achieve.	Drug outreach workers for 2 years appointed in month 6. £300k to be utilised in year 2 2010/11.
	Enforcement Officers	Community Safety	368	368		Staff appointed but not yet in post	Start date for 8 THEOs is mid-September, 2009

**SERVICE IMPROVEMENT GROWTH PROGRESS
COMMUNITIES, LOCALITIES & CULTURE**

Ref	Description	Service Area	SIG 2009/10	Projected Spend 2009/10	TARGETS	Are targets being achieved?	Any Issues/ Problems/ Slippage
			£000	£000			

Earlier Years

ONE/CLC/10	Tackling ASB	Community Safety	600	600	Overall Target: 15 extra dedicated police officers helping existing Safer neighbourhood Teams deal with issues of most concern to residents	Yes	No
SIG/CLC/01	Recycling Improvement Plan	Waste & Cleaning	528	528	Increased Recycling Rates 2009/10 – 26% 2010/11 – 32%		
SIG/CLC/01	Recycling Improvement Plan	Waste & Cleaning	66	66	See above		
SIG/CLC/02	Participation In Sport & Physical Activity	Recreation	33	33	Targets relate to 2 new schemes: Get Active – Launched in Oct 2008 Young at Heart – Launched in August 2008	Yes	

**SERVICE IMPROVEMENT GROWTH PROGRESS
COMMUNITIES, LOCALITIES & CULTURE**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Any Issues/ Problems/ Slippage
SIG/CLC/03	Crime & Anti-Social Behaviour	Community Safety	37	37	Surveillance and Intelligence Coordinator, to improve turnaround times in meeting key priorities.	Yes	
SIG/CLC/04	CCTV Control Centre	Community Safety	110	110	4 additional CCTV monitoring staff, to assist in increasing average arrest rate of 46 people a month in 07/08, and live viewing increasing the issue from over 900 pieces of evidence in 07/08.	Yes	
SIG/CLC/05	Public Realm Improvement Programme	Waste & Cleaning	258	258	Programme of improvements to eyesore sites – Graffiti/Flyposting Removal Number of jobs completed have doubled since teams conception	Yes	
Total – CLC			4,380	4,080			

**SERVICE IMPROVEMENT GROWTH PROGRESS
DEVELOPMENT & RENEWAL**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
<u>Earlier Years</u>							
SIG/DR/05	Olympic & Paralympic Engagement	2012 Olympic & Paralympic Games	50	50		Yes	
Total – Development & Renewal			50	50			

**SERVICE IMPROVEMENT GROWTH PROGRESS
RESOURCES**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
<u>2009/10</u>							
SIG/RES/01	Relieving Overcrowding		90	90			
Total – Resources			90	90			

**SERVICE IMPROVEMENT GROWTH PROGRESS
RESOURCES**

Ref	Description	Service Area	SIG 2009/10 £000	Projected Spend 2009/10 £000	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
<u>Earlier Years</u>							
SIG/DR/04	Subsidy of Burials		321	89			
Total – Chief Executive’s			321	89			