



Meeting of the

# TOWER HAMLETS COUNCIL

---

Wednesday, 1 March 2006 at 7.30 p.m.

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## A G E N D A

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### VENUE

Council Chamber, 1<sup>st</sup> Floor,  
Town Hall, Mulberry Place,  
5 Clove Crescent,  
London E14 2BG

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:

Tim Hogan, Democratic Services

Tel: 020 7364 4850, E-mail: [tim.hogan@towerhamlets.gov.uk](mailto:tim.hogan@towerhamlets.gov.uk)



Chief Executive's  
Directorate

Democratic Renewal and Engagement  
Tower Hamlets Town Hall  
Mulberry Place  
5 Clove Crescent  
London E14 2BG

Tel      **020 7364 4850**  
Fax      **020 7364 3232**

[www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)

**TO THE MAYOR AND COUNCILLORS OF THE LONDON BOROUGH OF TOWER  
HAMLETS**

You are summoned to attend a meeting of the Council of the London Borough of the Tower Hamlets to be held in the COUNCIL CHAMBER at the **THE COUNCIL CHAMBER, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON, E14 2BG** on **WEDNESDAY, 1 MARCH 2006** at **7.30 p.m.**

Christine Gilbert  
**Chief Executive**

# LONDON BOROUGH OF TOWER HAMLETS

## COUNCIL COMMITTEE

WEDNESDAY, 1 MARCH 2006

7.30 p.m.

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 2. DECLARATIONS OF INTEREST

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992.

#### Note from the Chief Executive

In accordance with the Council's Code of Conduct, Members must declare any **personal interests** they have in any item on the agenda or as they arise during the course of the meeting. Members must orally indicate to which item their interest relates. If a Member has a personal interest he/she must also consider whether or not that interest is a **prejudicial personal interest** and take the necessary action. When considering whether or not they have a declarable interest, Members should consult pages 181 to 184 of the Council's Constitution. Please note that all Members present at a Committee meeting (in whatever capacity) are required to declare any personal or prejudicial interests.

A **personal interest** is, generally, one that would affect a Member (either directly or through a connection with a relevant person or organisation) more than other people in London, in respect of the item of business under consideration at the meeting. If a member of the public, knowing all the relevant facts, would view a Member's personal interest in the item under consideration as so substantial that it would appear likely to prejudice the Member's judgement of the public interest, then the Member has a **prejudicial personal interest**.

#### Consequences:

- If a Member has a **personal interest**: he/she must declare the interest but can stay, speak and vote.
- If the Member has **prejudicial personal interest**: he/she must declare the interest, cannot speak or vote on the item and must leave the room.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and to also specify whether the interest is of a personal or personal and prejudicial nature. This procedure is designed to assist the public's understanding of the meeting and is also designed to enable a full entry to be made in the Statutory Register of Interests which is kept by the Head of Democratic Renewal and Engagement on behalf of the Monitoring Officer.

### **3. MINUTES**

To confirm as a correct record of the proceedings the unrestricted minutes of the ordinary meeting of the Council held on 14<sup>th</sup> December 2005.

### **4. ANNOUNCEMENTS FROM THE MAYOR, LEADER OF THE COUNCIL, MEMBERS OF THE CABINET OR THE CHIEF EXECUTIVE**

### **5. TO RECEIVE ANY PETITIONS, OR DEPUTATIONS**

5.1 A request to submit a petition has been submitted by Mr Abdul Mumin, Birchwood House, Rainhill Way, E3 on the subject of the transfer of the Devons Estate to Poplar HARCA

5.2 A request to submit a deputation has been received from Ms. K Dickinson, Modling House, E2 on the subject of the Council's Housing Choice policies

5.3 A request to submit a deputation has been submitted by Ms. C Merion, Derbyshire Street, E2 on the subject of support for co-operatives in the Borough

### **6. WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC**

(Maximum of 30 minutes allowed)

The questions which have been received are set out in agenda item 6.

### **7. WRITTEN QUESTIONS FROM MEMBERS OF THE COUNCIL**

(Maximum of 30 minutes allowed)

The questions which have been received are set out in agenda item 7.

### **8. REPORTS OF THE EXECUTIVE AND THE COUNCIL'S COMMITTEES**

#### **Reports of the Cabinet of 8th February 2006**

8.1 General Fund Budget 2006/07 Budget Requirement and Council Tax

8.2 2006/2007 Prudential Indicators

8.3 Treasury Management Strategy Statement and Annual Investment Strategy 2006/07

8.4 Children and Young People's Plan

8.5 Draft Schedule of dates for Principal Meetings in the Municipal Year 2006/2007

#### **Report of General Purposes Committee of 15th February 2006**

8.6 Review of Polling Places

### **9. TO RECEIVE REPORTS AND QUESTIONS ON JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS**

There is no business to consider under this heading.

## 10. TO CONSIDER MOTIONS SUBMITTED BY MEMBERS OF THE COUNCIL

Four motions have been submitted for consideration.

### 10 .1 Motion submitted by Councillor Richard Brooks regarding the promotion and purchase of Foods with the FAIRTRADE MARK

**“Proposed:** Richard Brooks

**Seconded:** Abdus Shukur

#### **This Council believes:**

1. That, the London Borough of Tower Hamlets as an important consumer and opinion leader, should research, develop, and support a strategy to facilitate the promotion and purchase of foods with the FAIRTRADE Mark as part of its commitment to the pursuit of sustainable development and to give marginalised producers a fair deal.

#### **THIS COUNCIL RESOLVES**

1. To be recognised by the residents and business community of Tower Hamlets, suppliers, employees and other local authorities, as a borough that actively supports and promotes Fairtrade and to increase the sale of products with the FAIRTRADE Mark.
2. To establish a Fairtrade Borough Steering Group to:
  - To promote the concept of Fairtrade and increase the availability of Fairtrade products within Tower Hamlets.
  - To raise awareness of the FAIRTRADE Mark.
  - To ensure continued commitment and drive towards gaining Fairtrade Borough Status for Tower Hamlets, by achieving the five criteria of a Fairtrade Borough:
    1. The local council must pass a resolution supporting Fairtrade, and serve Fairtrade coffee and tea at its meetings and in offices and canteens.
    2. A range of Fairtrade products must be readily available in the area’s shops and served in local cafés and catering establishments (targets are set in relation to population)
    3. Fairtrade products must be used by a number of local work places (estate agents, hairdressers etc) and community organisations (churches, schools etc)
    4. The council must attract popular support for the campaign.
    5. A local Fairtrade steering group must be convened to ensure continued commitment to Fairtrade Borough status.
  - To encourage workplaces, schools, universities and churches to work to promote and use Fairtrade products.
  - and to maintain the accreditation once it has been achieved.
3. To contribute to the campaign to increase sales of products with the FAIRTRADE Mark by striving to achieve Fairtrade status for Tower Hamlets as detailed in the Fairtrade Foundation’s Fairtrade Towns Initiative.

The initiative involves a commitment to:

- Widely offer FAIRTRADE Marked food and drink options internally and make them available for internal meetings

- Promote the FAIRTRADE Mark using Fairtrade Foundation materials in refreshment areas and promoting the Fairtrade Borough initiative in internal and communications and external newsletters
- Use influence to urge local retailers to provide Fairtrade options for residents
- Use influence to urge local business to offer Fairtrade options to their staff and promote the FAIRTRADE Mark internally
- Engage in a media campaign to publicise the Fairtrade Borough initiative
- Allocate responsibility for progression of the Fairtrade Borough initiative to a member or group of staff
- Organise events and publicity during national Fairtrade Fortnight - the annual national campaign to promote sales of products with the FAIRTRADE Mark”.

## **10 .2 Motion from Councillor Louise Alexander regarding Crossrail**

“Cllr Louise Alexander

Secunder: Cllr Akik Rahman

### **This Council confirms that:**

It is this Council’s duty to protect the community’s rights not to suffer damage to the environment, health and business.

### **This Council categorically rejects:**

- Any Crossrail intervention shaft in the Brick Lane London E1 area, as contained in the present Crossrail Bill in the House of Commons;
- Crossrail plans for an additional tunnel surfacing in Allen Gardens;
- The use of a conveyor belt to take spoil to dump in Mile End Park; and
- The unsubstantiated, uneconomic and wasteful provision of a Crossrail station at Whitechapel which will necessitate digging an evacuation shaft in the Brick Lane London E1 area

### **This Council resolves to:**

- Use the strongest possible terms when this Council presents the arguments and the evidence in support of any previously-submitted formally-timed petition to the Crossrail Select Committee in the House of Commons.
- Lobby within political parties and for the active attention of the Government to represent the interests of the residents of this Borough. This Council undertakes to take action in court and constitutionally to maintain, establish, reinstate and protect the community's right not to suffer the damage to environment, health and business which will be brought about by having an intervention shaft in this area”.

## **10 .3 Motion from Councillor Janet Ludlow regarding the Freedom of Information Act**

## **“THIS COUNCIL NOTES:**

It is one of the Council’s roles both to consult and inform residents on issues that will impact on their social and economic well-being.

That the Council has legal obligations under the Freedom of Information Act 2000 to ensure people’s right to any official information unless it can show that disclosure would cause real harm to the Authority’s essential interests.

That new regulations to amend the Local Government Act of 1972 that come into force on 1<sup>st</sup> March reduce from 15 to 7 the number of categories under which information can be withheld from the public.

That the role of Members, particularly in their capacity as scrutineers of the Council’s Executive, is crucial to the process of informing residents.

## **THIS COUNCIL RESOLVES TO:**

Inform members of the full implications of the Freedom of Information Act and the recent amendments to the Local Government legislation in order to encourage greater rigour, openness and accountability to emerge from the scrutiny process.

Instruct officers to review the Council’s information policy and communication processes to ensure that they are compliant with the relevant legislation.

Ensure that the Council uses all the communication tools at its disposal to inform the public in an open and objective manner. This includes the Council’s weekly newsheet, *Eastend Life*, the Local Area Partnerships and the Council’s website”

### **10 .4 Motion from Councillor Simon Rouse regarding Policing in the Isle of Dogs Area**

"This Council notes the petition that is currently being collected by local residents on the Isle of Dogs to the following effect -

We the undersigned petition the Metropolitan Police Authority to:

1. Recognise the growth in population and policing need on the Isle of Dogs.
2. Seek additional resources to allow the Manchester Road Police Station to open for longer hours, particularly in the evenings.
3. Find ways in which a more tangible police presence can be demonstrated to residents of the Isle of Dogs.

This Council resolves to:

1. Confirm that members support the aims of this campaign by Isle of Dogs residents.
2. Send a letter of support for the petition to the Metropolitan Police Authority.
3. Investigate other avenues through which additional resources can be found to increase the police presence at the Isle of Dogs police station on Manchester Road."

## **11. OTHER BUSINESS**

## **11 .1 Review of the Constitution**

**419 - 716**

The Standards Committee on 21<sup>st</sup> February,2006 is due to consider the Member/ Officer Protocol and the Committee's views will be reported to the meeting.

## **11 .2 Review of Proportionality**



## LONDON BOROUGH OF TOWER HAMLETS

NO. 414

**AT A MEETING OF THE COUNCIL  
OF THE LONDON BOROUGH OF TOWER HAMLETS  
HELD AT THE TOWN HALL, MULBERRY PLACE,  
5 CLOVE CRESCENT, LONDON E14 2BG  
ON WEDNESDAY 14<sup>TH</sup> DECEMBER, 2005 AT 7.30 P.M.**

**PRESENT:**

Councillor Doros Ullah, Mayor in the Chair	
Councillor Helal Uddin Abbas	Councillor Abdul Matin
Councillor Manir Uddin Ahmed	Councillor Kumar Murshid
Councillor Rofique Uddin Ahmed	Councillor Timothy O'Flaherty
Councillor Rajib Ahmed	Councillor Hilary Phelps
Councillor Alan Amos	Councillor Ataur Rahman
Councillor Richard Brooks	Councillor Lutfur Rahman
Councillor Betheline Chattopadhyay	Councillor Oliur Rahman
Councillor Jainal Chowdhury	Councillor Martin Rew
Councillor David Edgar	Councillor Simon Rouse
Councillor Judith Gardiner	Councillor Mohammed Abdus Salique
Councillor Ray Gipson	Councillor James Sanderson
Councillor John Griffiths	Councillor A. A. Sardar
Councillor Shafiqul Haque	Councillor Julian Sharpe
Councillor Sirajul Islam	Councillor Abdus Shukur
Councillor Denise Jones	Councillor Brian Son
Councillor Michael Keith	Councillor M. S. Uddin
Councillor Azizur Rahman Khan	Councillor Salim Ullah
Councillor Khaled Reza Khan	Councillor Marian Williams
Councillor Janet Ludlow	Councillor Motin Uz-Zaman
Councillor Julia Mainwaring	
Councillor Nigel McCollum	

## 1. **APOLOGIES FOR ABSENCE**

The Chief Executive reported that apologies for absence had been submitted on behalf of Councillors Louise Alexander, Abdul Asad, Barrie Duffey, Ashton McGregor, Kevin Morton, Muhammad Ghulam Mortuza, Fanu Miah, Akikor Rahman, and Helal Rahman.

### **RESOLVED**

That apologies for absence be noted.

## 2. **MINUTES**

The Mayor **MOVED** and it was:-

### **RESOLVED**

That the Minutes of the meeting of the Council held on Wednesday 21<sup>st</sup> September, 2005 circulated as a second despatch on Monday 12<sup>th</sup> December, 2005 be confirmed as a correct record of the proceedings and the Mayor be authorised to sign them, subject to the inclusion of Councillor Timothy O'Flaherty's name in the list of Members present.

## 3. **PROCEDURE AT THE MEETING**

### (i) **DECLARATIONS OF INTEREST**

The following declarations of interest were made:-

- Councillor Lutfur Rahman declared a personal interest in agenda item 6, question 3.6 as a Council appointee to the Board of the Barts and Royal London Hospital Trust.
- Councillor Sirajul Islam declared a personal interest in agenda item 6, question 3.6 and agenda item 10.2 – motion re Education White Paper. The declarations were made on the basis that Councillor Islam was an employee of the Barts and Royal London Hospital Trust and a governor at John Scurr school respectively.
- Councillor Michael Keith, Leader of the Council, declared a personal interest in agenda item 7, question 2.2, as a Council nominee on the Board of the Rich Mix Cultural Centre.
- Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships declared a personal interest in agenda item 7, question 2.2, as a Council nominee on the Board of the Rich Mix Cultural Centre.

- Councillor Denise Jones, Lead Member for Culture, declared personal interests in agenda item 6, question 3.6, agenda item 7, question 2.2 and agenda item 10.2 – motion re Education White Paper. The declarations were made on the basis that Councillor Jones was a Council nominee on the Board of the Primary Care Trust and the Board of the Rich Mix Cultural Centre, and a governor at Mulberry School for Girls respectively.
- Councillor Marian Williams declared a personal interest in agenda item 10.2, motion re Education White Paper, as a governor at Old Ford Primary School.
- Councillor Judith Gardiner, Lead Member for Environment, declared a personal interest in agenda item 10.2, motion re Education White Paper, as a governor at Swanlea School.
- Councillor Khaled Reza Khan declared a personal interest in agenda item 10.2 motion re Education White Paper, as a governor at Redlands School.
- Councillor Shahab Uddin, Lead Member for Equalities and Social Inclusion declared a personal interest in agenda item 5.1.3, petition regarding Housing Choice on the Ocean Estate, as a Council nominee on the board of the Ocean NDC.
- The Mayor, Councillor Doros Ullah, declared a personal interest in agenda items 8.1, Food Law Enforcement Services Plan, and 10.2, motion re Education White Paper. The declarations were made on the basis that Councillor Ullah was a board member of Ethnic Minority Enterprise Project Limited and the chair of Governors at Harry Gosling School respectively.
- Councillor Ray Gipson declared a personal interest in agenda item 10.2, motion re Education White Paper, as a governor at Bow Boys School.
- Councillor Manir Uddin Ahmed declared a personal interest in agenda item 10.2, motion re Education White Paper, as a governor at Bishop Challoner School.
- Councillor A. A. Sardar declared a personal interest in agenda item 10.2, motion re Education White Paper, as Vice-Chair of the Collective of Bangladeshi School Governors.

**(ii) VOTING**

The Mayor informed the meeting that he would, as usual, deal with all matters at the meeting by way of a show of hands and a formal vote.

**4. TO RECEIVE ANNOUNCEMENTS FROM THE MAYOR, LEADER OF THE COUNCIL, MEMBERS OF THE CABINET OR THE CHIEF EXECUTIVE**

**(Agenda item 4)**

**Earthquake in Kashmir, and Bombs in Bangladesh**

The Mayor informed the meeting that since the September Council meeting there had been an earthquake in Kashmir which had resulted in enormous disruption and loss of life and there had also been a number of bombs which had been detonated across Bangladesh, again with loss of life. As a mark of respect to the dead and injured the Mayor invited all present to stand for a minute's silence.

**5. TO RECEIVE PETITIONS OR DEPUTATIONS**  
**(Agenda item 5)**

**(1) PETITIONS**

**(i) PETITION – RE: POSSIBLE CLOSURE OF BETHNAL GREEN LIBRARY**  
**(Agenda item 5.1.1)**

The Chief Executive informed the meeting that a request had been received from Mr Glyn Robbins to submit a petition on the subject of the possible closure of Bethnal Green library.

At the request of the Mayor, Mr Glyn Robbins addressed the meeting on the subject of his petition. Mr Robbins began by stating the support of himself and his fellow signatories for Idea Stores. He acknowledged that they were architecturally impressive, well used, especially by young people, and had also attracted many new users.

Mr Robbins then outlined why he felt that Bethnal Green Library should be retained and not replaced by an Idea Store. He said it was a beautiful and integral part of the local architecture and heritage. A recent Time Out poll had nominated the library as one of the top twenty most popular buildings in London. The Library was also very convenient for local public transport and shops.

Mr Robbins felt that the closure of many branch libraries in recent times had adversely affected the ability of groups such as the elderly and mothers with young children to access local library facilities. He asked the Council to state that there were no plans for closure of Bethnal Green Library, to undertake to preserve it, and for the Lead Member to come and meet concerned users.

Councillor John Griffiths concurred with the petitioners and informed the meeting that many of his constituents believed that the library had been earmarked by the Council for sale to a Registered Social Landlord. The future of the Library had been debated at length at a number of LAP 6 meetings, of which he was chair.

LAP 6 strongly supported the retention of the library as a key part of the Bethnal Green Gateway. Councillor Griffiths also expressed support for the concept of the Idea Stores but suggested that they did not need to be located in every part of the Borough. In conclusion he urged the Lead Member to meet with the petitioners and discuss their concerns with them.

Councillor Oliur Rahman expressed his support for the views expressed by Mr Robbins.

At the invitation of the Mayor, Councillor Denise Jones, Lead Member for Culture then addressed the meeting and began by thanking Mr Robbins for his petition. The Lead Member confirmed that there were no plans to close Bethnal Green Library and went on to explain that the Idea Stores strategy had been developed over the previous five years following detailed consultation with users and residents who had asked for the Idea Stores to be located near local shopping centres. The Idea Stores had received far greater numbers of users than traditional libraries. There had also been a marked take up of IT provision at the Idea Stores especially by young people.

The Lead Member went on to inform the meeting that the Idea Stores had been designed for use in the twenty first century and were a key element of the Council's education strategy. There had been a dramatic rise in enrolment in education programmes provided by the Idea Stores. She noted that the former Whitechapel Library had poor disabled access and that the Children's Library at Bethnal Green was located on the first floor, which lacked a lift and also had poor disabled access.

In conclusion the Lead Member emphasised that the Council had no plans to close Bethnal Green Library. If, in the future, consideration was to be given to possible change of use then full and appropriate consultation would be carried out. She added that she had not to her knowledge received any invitation to meet local groups but would respond positively to any such invitations.

The Mayor thanked Mr Robbins and the Lead Member for their comments and **MOVED** and it was:-

**RESOLVED**

That the petition be referred to the Corporate Director for Environment and Culture for response within 28 days.

(ii) **PETITION – RE: CONVERSION OF THE WILDLIFE POND IN VICTORIA PARK (Agenda item 5.12)**

The Chief Executive informed the meeting that a request had been received from Mr John Foster, to submit a petition on the subject of the conversion of the wildlife pond in Victoria Park.

At the request of the Mayor, Mr Foster addressed the meeting on the subject of his petition which contained some 1300 signatures. The petition opposed the conversion of the wild life pond at Victoria Park into an angling lake as this would have a detrimental effect on wildlife living there. The conversion had been carried out without appropriate consultation with park users. Mr Foster continued by informing the meeting that the petition had been supported by Lord Stratford and a letter from him in support of the aims of the petition was read out.

Mr Foster then responded to a series of questions from Members.

At the invitation of the Mayor, Councillor Denise Jones, Lead Member for Culture responded to the points made by the deputation. The Lead Member informed the meeting that the improvements to the pond had been funded by the Environment Agency subject to it being converted for use by local anglers, together with the introduction of a mentoring and training programme. The Lead Member noted that neither the police, the RSPCA nor the Council had received any complaints regarding inappropriate behaviour towards local wildlife. CCTV was in use in the area and no incidents of vandalism had been recorded and she noted that if any members of the public witnessed any acts of vandalism or acts of cruelty to the Park's wildlife then they should report such incidents to the appropriate authorities. The Lead Member reported that she had been assured that the Park's wildlife including the fox which inhabited the island in the pond were fit and well and that the recent cull of Canada geese had been undertaken so as to ensure that the pond water remained properly oxygenated.

The Mayor thanked Mr Foster and the Lead Member for their comments and **MOVED** and it was:-

**RESOLVED**

That the petition be referred to the Corporate Director Environment and Culture for response within 28 days.

(iii) **PETITION – RE: TIMING OF THE FORTHCOMING HOUSING CHOICE BALLOTS ON THE OCEAN ESTATE (Agenda item 5.13)**

The Chief Executive informed the meeting that a request to submit a petition regarding the timing of the forthcoming Housing Choice ballot on the Ocean Estate had been received from Mr John Allison, Solebay Street, London E1.

At the invitation of the Mayor, Mr Allison addressed the meeting and read out the text of his petition. He and his fellow petitioners requested that the Council hold a ballot without any further delay. He went on to suggest that the majority of tenants did not want to transfer to a Registered Social Landlord, but wished to remain as tenants of the Council.

Mr Allison went on to suggest that the proposed new build properties on the estate would be beyond the means of local people. Mr Allison concluded by suggesting that the Council should lobby the Government to release the

necessary funding to enable properties on the estate to be brought up to an acceptable standard by the Council.

Councillor Oliur Rahman expressed concern that the Council had decided to delay the Housing Choice ballot on the Ocean Estate. He acknowledged and welcomed the willingness of the Lead Member and the Director of Housing Management to attend meetings with residents, but expressed concern that the Transfer Offer Document had been sent to tenants during Ramadan. He noted that proposed new build on the estate would be luxury developments which would not, in his view, benefit local people. He concluded by suggesting that the ballot should proceed without delay and that the wishes of the local community should be respected.

At the invitation of the Mayor, Councillor David Edgar, Lead Member for Housing then addressed the meeting. The Lead Member began by acknowledging the contributions made by the New Deal for Communities (NDC) board and local estate steering groups to the Housing Choice process. The Lead Member highlighted concerns about the amount of misinformation that had been circulated on the estate, and confirmed that a ballot would be likely to take place later in the year. The Lead Member noted that if the estate was transferred to a not-for-profit Registered Social Landlord it would receive some £190 million in new investment.

As regards the ballot, it would be conducted by the independent Electoral Reform Services and in accordance with previous practice voting by telephone would be utilised and everyone eligible would be encouraged to vote.

The Lead Member continued by informing the meeting that tenants who transferred to a not-for-profit Registered Social Landlord retained the same rights as they enjoyed with the Council. He noted that the proceeds realised by the sale of new housing on the estate would be ploughed back to redevelop the estate, including the development of new community facilities in conjunction with the NDC board.

The Mayor thanked Mr Allison and the Lead Member for their comments and **MOVED** and it was:-

### **RESOLVED**

That the petition be referred to the Director of Housing Management for response within 28 days.

## **5.2 DEPUTATION REQUESTS**

### **5.2.1 DEPUTATION REQUEST RE: FORTHCOMING HOUSING CHOICE BALLOT ON THE COLUMBIA ESTATE (Agenda item 5.2.1)**

The Chief Executive informed the meeting that a deputation request had been received from Mrs Pawla Cottage of Sivil House, Columbia Road, E2 on the subject of the forthcoming Housing Choice ballot on the Columbia Estate.

At the invitation of the Mayor, Mr Peter Cottage addressed the meeting on behalf of the deputation. Mr Cottage asserted that the majority of tenants opposed the Housing Choice process and this had been demonstrated by a recent survey on the estate. Mr Cottage said that tenants felt that they were being kept in the dark about the date of a ballot, but that if a ballot was held it should be held without delay.

Mr Cottage concluded by suggesting that the Housing Choice process was in reality the privatisation of publicly owned assets and that the Council should lobby Central Government for the necessary resources to bring the Borough's housing stock up to an acceptable standard.

Mr Cottage then responded to a series of questions put by Members.

At the invitation of the Mayor, the Lead Member for Housing, Councillor David Edgar addressed the meeting. He began by informing the meeting that the timing of the ballot on the Columbia Estate had not yet been determined. The Lead Member continued by informing the meeting that the transfer of housing stock to Registered Social Landlords could not be considered as privatisation.

The Lead Member indicated that he was always happy to meet with tenants representatives to discuss their concerns and concluded by noting that of the 15 ballots which had been held to date, which involved some 10,000 homes, 13 had resulted in a vote in favour of transfer.

The Mayor thanked Mr Cottage and the Lead Member for their comments and **MOVED** and it was:-

### **RESOLVED**

That the deputation's comments be referred to the Director of Housing Management for response within 28 days.

#### **5.2.2 DEPUTATION REQUEST RE: COUNCIL POLICIES IN RELATION TO EMPLOYEES OF THE COUNCIL AND THEIR RIGHTS TO CAMPAIGN OVER ISSUES OF COUNCIL POLICY (Agenda item 5.2.2)**

The Chief Executive informed the meeting that a deputation request had been received from Ms. Sheila McGregor, Wilmer House, Daling Way, London E3 regarding Council policies in relation to employees of the Council and their rights to campaign over issues of Council policy.

Ms. Sheila McGregor and Mrs Carole Swords were present on behalf of the deputation. At the invitation of the Mayor, Ms. McGregor and Mrs Swords addressed the meeting. Ms. McGregor asserted that Council employees had the



right to campaign against Council policies and not be victimised as a result. Ms. McGregor went on to recall the history of the suffragette movement, particularly in the East End of London.

Mrs Swords informed the meeting that Council employees, who in her view, stood up for tenants' rights, should not be victimised.

Ms. McGregor and Mrs Swords then responded to a series of questions put by Members.

Councillor Michael Keith, Leader of the Council then responded to the points made by the deputation. The Leader confirmed that the Labour Party had a well-known history of support for democracy and the rights of citizens.

The Mayor thanked Ms. McGregor and Mrs Swords and the Leader of the Council for their comments and **MOVED** and it was:-

### **RESOLVED**

That the deputation's comments be referred to the Director of Resources for response within 28 days.

## **6. TO RECEIVE WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC (Agenda item 6)**

The Chief Executive informed the meeting that seven questions had been submitted for consideration by members of the public for response by Members of the Executive, details of which had been included in agenda item 6. Both the questions and the responses received had been tabled on blue paper.

### **(i) Question from Mr Terry McGrenera, Devons Road, E3 to Councillor David Edgar, Lead Member for Housing, regarding spend on the Housing Choice process**

Mr McGrenera referred to his written question which had been included in the agenda papers for the meeting. The Lead Member referred to his detailed tabled response, to which he spoke.

Mr McGrenera put a supplementary question, during which he sought equal resourcing from the Council for the campaign against the transfer of Council Housing to Registered Social Landlords.

In response, the Lead Member drew attention to the expenditure spent on the Housing Choice process over the last four years and confirmed that the expenditure incurred had generated investment around £300 million to transform peoples homes and estates.

(ii) **Question from Mr Phillip Briscoe, Plymouth Wharf, London E14 to Councillor David Edgar, Lead Member for Housing, regarding the Council's housing waiting list**

Mr Briscoe referred to his written question which had been included in the agenda papers for the meeting. The Lead Member referred to his detailed tabled response, to which he spoke.

Mr Briscoe in his supplementary question suggested that year on year, the Council's housing waiting list was increasing and that the Council also appeared to be doing very little for the homeless.

The Lead Member, in response, informed the meeting that the Council was actively seeking to increase the number of social housing units available and highlighted the Council's work, including its work with Registered Social Landlords to address the issue of overcrowding.

(iii) **Question from Mr Tim Archer, Plymouth Wharf, London E14 to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships, regarding the erection of telephone masts in Manchester Road, London E14**

Mr Archer referred to his written question which had been included in the agenda papers for the meeting. The Lead Member referred to his detailed tabled response, to which he spoke.

Mr Briscoe in his supplementary question expressed concern that the Council had utilised 2<sup>nd</sup> class post to notify the decisions to refuse planning permission. In response, the Lead Member informed the meeting that he regretted what had happened, and a review of procedures had been carried out so as to ensure that there would be no similar occurrences in the future.

(iv) **Question from Mr Peter Golds, Lovegrove Walk, London E14 to Councillor Judith Gardiner, Lead Member for Environment, regarding the use of Section 56 of the Anti-Social Behaviour Act, 2003**

Mr Golds referred to his written question which had been included in the agenda papers for the meeting. The Lead Member referred to her detailed tabled response, to which she spoke.

Mr Golds in his supplementary question suggested that the Council was not being proactive in applying Section 56 of the Anti-Social Behaviour Act, 2003 particularly with respect to utilities and supermarkets. In response, the Lead Member emphasised that the Council utilised its powers under the provisions of the New Roads and Street Works Act to monitor and enforce standards of site management by utilities and indicated that she would be happy to furnish Mr Golds with a detailed list of the circumstances in which the Council had utilised these powers.

(v) **Question from Ms. Shirley Houghton, Pierrepoint Building, London E14 to Councillor Judith Gardiner, Lead Member for Environment, regarding consultation on the “Sprindthrift Avenue Traffic Calming measures”**

Ms. Houghton referred to her written question which had been included in the agenda papers for the meeting. The Lead Member referred to her detailed tabled response, to which she spoke.

Ms. Houghton in her supplementary question, questioned whether the Council's free newspaper “East End Life” was an adequate mechanism for consulting with local people. Ms. Houghton also suggested that a recent public meeting had been poorly attended and had not appropriately reflected local opinion.

The Lead Member, in response, informed the meeting that consultation on the proposals had been appropriately carried out and noted that the conflicting advice which had been received from the Police and the Ambulance Service needed to be resolved and also that it was proposed to remove the speed cushions.

(vi) **Question from Mr Jim Fagan, c/o Mile End Hospital to Councillor Abdul Asad, Lead Member for Social Services and Health, regarding the rebuild of the Royal London Hospital, Whitechapel**

Mr Fagan referred to his written question which had been included in the agenda papers for the meeting. In the absence of the Lead Member, the Leader responded to the question, and referred to the tabled written response, to which he spoke.

Mr Fagan in his supplementary question was of the view that the rebuilding of the Royal London Hospital by means of a PFI project was part of the ongoing marketisation of the NHS and requested that the issue should be referred to the Council's Health Scrutiny Panel.

In response, the Leader informed the meeting that the project had been appropriately scrutinised. The project had to be seen in the context of the overall regeneration of the Borough, including closer working relationships with the Strategic Health Authority and increased employment opportunities for local people.

(vii) **Question from Ms. Carolyn Merion, Derbyshire Street, London E2 to Councillor David Edgar, Lead Member for Housing, regarding support for co-operatives and co-operative housing management schemes**

Ms. Merion referred to her written question which had been included in the agenda papers for the meeting. The Lead Member referred to his detailed tabled response, to which he spoke.

## **ADJOURNMENT OF MEETING**

Following continued interruptions of the meeting by a member of the public and after receipt of a series of warnings from the Mayor that members of the public should not interrupt or take part in the proceedings, the Mayor then **MOVED** and it was:-

## **RESOLVED**

That the meeting adjourn for ten minutes from 9.20 p.m.

At 9.55 p.m. due to disturbance in the public gallery, the Chief Executive informed the meeting that following consultation with the Mayor, the meeting would reconvene in Room M71 at the Town Hall, Mulberry Place and the public gallery would be cleared (which due to its size had no facilities for the public).

## **RESUMPTION OF BUSINESS**

At 10.00 p.m. the meeting reconvened in Room M71 at the Town Hall, Mulberry Place, the Mayor in re-opening the meeting thanked Members for their responsible and helpful behaviour. The meeting then proceeded to consider the remaining items on the order of business.

## **7. QUESTIONS SUBMITTED BY MEMBERS OF THE COUNCIL (Agenda item 7)**

The Chief Executive informed the meeting that nineteen questions had been submitted by Members of the Council for response by Members of the Executive which had been included in agenda item 7. Both the questions and the responses received had been tabled on yellow paper. It was noted that questions not dealt with in the 30 minutes allowed would be dealt with by way of written reply.

### **(i) Question from Councillor Alan Amos to Councillor Ohid Ahmed, Lead Member for Education and Youth, regarding the availability of youth provision in Millwall Ward**

Councillor Amos referred to his written question which had been included in the agenda papers for the meeting. In the absence of the Lead Member, the Leader of the Council referred to the tabled written response to which he spoke and he also drew attention to the work carried out by the Authority's partners.

In his supplementary question Councillor Amos welcomed the introduction of the Safer Neighbourhoods Team to Millwall Ward and suggested that much anti-social behaviour was the result of greed and selfishness.

The Leader, in response, drew attention to the reduction in levels of crime in the Borough and welcomed the progress the Authority was making with the other agencies, including the Police.

(ii) **Question from Councillor John Griffiths to Councillor Denise Jones, Lead Member for Culture, regarding the Rich Mix Cultural Foundation**

Councillor Griffiths referred to his written question which had been included in the agenda papers for the meeting. The Lead Member referred to her tabled response to which she spoke. In response to a supplementary question from Councillor Griffiths, the Lead Member drew attention to a Members' Development Seminar held on the subject of the Rich Mix Cultural Centre in early December, 2005 at which seminar the Centre's Trustees and workers had been present to answer detailed questions on the project.

(iii) **Question from Councillor Simon Rouse to Councillor Michael Keith, Leader of the Council, regarding complaints received by the Council's Corporate Complaints Unit**

Councillor Rouse referred to his written question which had been included in the agenda papers for the meeting. The Leader referred to his tabled written response. In his supplementary question, Councillor Rouse drew attention to the large number of complaints relating to the Council's Housing Service. In response, the Leader informed Councillor Rouse that he would be happy to discuss the statistics with him. He continued by informing the meeting that the Council was actively seeking to respond to complaints made by residents and drew attention to the detailed provisions of the Council's "Customer Promise".

(iv) **Question from Councillor Muhammad Ghulam Mortuza to Councillor Ohid Ahmed, Lead Member for Education and Youth, regarding the percentage of Bangladeshi teachers and school governors in the Borough**

As Councillor Mortuza was not present, this question was not asked and the Mayor requested that a copy of the reply be forwarded to Councillor Mortuza.

(v) **Question from Councillor Janet Ludlow to Councillor Judith Gardiner, Lead Member for Environment, regarding the current position on the waste collection and street cleansing contract**

Councillor Ludlow referred to her written question which had been included in the agenda papers for the meeting. The Lead Member referred to her tabled response. In response to Councillor Ludlow's supplementary question, the Lead Member confirmed that the Authority had acted on specialist advice and in the best interests of the Council to achieve best value for money.

(vi) **Question from Councillor Salim Ullah to Councillor Michael Keith, Leader of the Council, regarding the Annual Performance Assessment**

Councillor Ullah referred to his written question which had been included in the agenda papers for the meeting. The Leader referred to his tabled response, to which he spoke. In response to Councillor Ullah's supplementary questions, the Leader noted that Tower Hamlets Partnership was one of the top two partnerships in the United Kingdom and its success had been recognised both nationally and internationally as being a leading example of best practice.

(vii) **Question from Councillor James Sanderson to Councillor Judith Gardiner, Lead Member for Environment, regarding expenditure incurred on consultants involved in the development of the waste collection and street cleansing contract**

Councillor Sanderson referred to his written question which had been included in the agenda papers for the meeting. The Lead Member referred to her tabled response, to which she spoke. Councillor Sanderson in his supplementary question sought confirmation that the monies incurred represented value for money. The Lead Member in response noted that fees involved, given the overall size of the contract, represented excellent value for money.

Due to lack of time the following questions were not considered and the Mayor requested that responses be forwarded to the questioners:-

(ix) **Question from Councillor Tim O'Flaherty to Councillor Richard Brooks, Lead Member for Resources, regarding the benefits for managers and staff of the introduction of a call-centre to phone when staff are off sick**

(x) **Question from Councillor Betheline Chattopadhyay to Councillor Shahab Uddin, Lead Member for Equalities and Social Inclusion, regarding the activities undertaken during Black History Month**

(xi) **Question from Councillor Martin Rew to Councillor Richard Brooks, Lead Member for Resources, regarding the Council's organisational change procedure**

(xii) **Question from Councillor Motin Uz-Zaman to Councillor Michael Keith, Leader of the Council, regarding the activities undertaken during Local Democracy Week**

(xiii) **Question from Councillor Rajib Ahmed to Councillor Michael Keith, Leader of the Council, regarding the numbers of people on the electoral register**

(xiv) **Question from Councillor Kevin Morton to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships, regarding consultation process for the Local Development Framework**

- (xv) Question from Councillor Ray Gipson to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships, regarding the naming of the LAP's
- (xvi) Question from Councillor Julia Mainwaring to Councillor Abdus Shukur, Deputy Leader of the Council, regarding the Mayor's Charity Winter Ball
- (xvii) Question from Councillor Azizur Rahman Khan to Councillor Richard Brooks, Lead Member for Resources, regarding funding of the call centre
- (xviii) Question from Councillor Louise Alexander to Councillor Judith Gardiner, Lead Member for Environment, regarding accident prevention measures in Bethnal Green Road following the opening of the Rich Mix Cultural Centre
- (xix) Question from Councillor Hilary Phelps to Councillor Ohid Ahmed, Lead Member for Education and Youth, regarding Sir John Cass Foundation's examination results

**8. REPORTS FROM THE EXECUTIVE AND THE COUNCIL'S COMMITTEES**  
(Agenda item 8)

**8.1 REPORT OF THE CABINET – 7<sup>TH</sup> DECEMBER, 2005 – FOOD LAW ENFORCEMENT SERVICES PLAN 2005/2006** (Agenda item 8.1)

The Chief Executive informed the meeting that agenda item 8.1 was the report arising from the Cabinet meeting of 7<sup>th</sup> December, 2005 and detailed the Cabinet's consideration of the Food Law Enforcement Services Plan 2005/2006.

Councillor Judith Gardiner, Lead Member for Environment introduced the report and responded to questions raised by Members. The Lead Member then **MOVED** and the Leader **SECONDED** a motion in the following terms:-

“That the Food Law Enforcement Services Plan 2005/2006, attached at Appendix A(1) to the report (CAB 056/156), be approved”.

The Mayor put the motion to the vote and there voted:-

For - 35

Against - 0

Abstention - 0

The Mayor declared the motion to be **CARRIED** and it was:-

**RESOLVED**

That the Food Law Enforcement Services Plan 2005/2006, attached at Appendix A(1) to the report (CAB105/056), be approved.

**8.2 REPORT OF THE GENERAL PURPOSES COMMITTEE – 30<sup>TH</sup> NOVEMBER, 2005 (Agenda item 8.2)**

The Chief Executive informed the meeting that agenda item 8.2 was the report arising from the General Purposes Committee's meeting of the 30<sup>th</sup> November, 2005 which sought firstly approval of an amendment to the Committee's Terms of Reference to include responsibility for the appointment and revocation of Local Education Authority Governors and secondly to realign a polling district in Millwall Ward.

Councillor Rofique Uddin Ahmed **MOVED** and Councillor Alan Amos **SECONDED** a motion in the following terms which was agreed without dissent and the Mayor declared the motion to be **CARRIED** and it was:-

**RESOLVED**

That the General Purposes Committee's Terms of Reference be amended by the inclusion of an Order of Reference (iv) to read:-

- (iv) Responsibility for the appointment and revocation of Local Authority Governors; and the Committee's remaining Orders of Reference be renumbered accordingly.

Subsequently Councillor Rofique Uddin Ahmed **MOVED** and Councillor James Sanderson **SECONDED** a motion in the following terms which was agreed without dissent and the Mayor declared the motion to be **CARRIED** and it was:-

**RESOLVED**

That the polling district in Millwall Ward be realigned as detailed in the report of the General Purposes Committee.

**9. TO RECEIVE REPORTS AND QUESTIONS ON JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS (Agenda item 9)**

The Chief Executive informed the meeting that there was no business under this heading for consideration.

**10. TO CONSIDER MOTIONS SUBMITTED BY MEMBERS OF THE COUNCIL**

**10.1 MOTION ON THE SUBJECT OF TOWER HAMLETS TWINNING STRATEGY (Agenda item 10.1)**



The Chief Executive informed the meeting that a motion on the subject of Tower Hamlets Twinning Strategy had been submitted by Councillor Michael Keith, Leader of the Council, for consideration. The motion had been reproduced on pages four and five of the order of business for the meeting.

In his introduction, the Leader drew attention to the myriad of international links which structured every day life in East London. The Leader also drew attention to historical international links and the more recent links established by the Borough's Bangladeshi community with Sylhet which he was keen to see further developed. The Leader noted that the Council did not currently have any twinning policies, however there was an Economic Social Accord with Sylhet which had been funded by the European Community.

He noted that a key aim of the motion was to strengthen community cohesion and he acknowledged the work undertaken with the Borough's Faith Group's following the events of 7<sup>th</sup> July, 2005. A further key aim of the motion was to seek to consult with the residents of the Borough to ascertain their views regarding the principle twinning.

The Leader then **MOVED** and Councillor Abdus Shukur **SECONDED** a motion in the following terms:-

**“This Council Notes:**

1. There is currently considerable interest in the Council twinning with other cities/suburbs/municipalities. The local authority has received a number of approaches suggesting closer links between Tower Hamlets and other places.
  - Offenbach in Germany has approached us to revive our previous twinning arrangement with them
  - Puteaux in Paris has approached the Council in similar terms
  - There is currently a petition in the borough proposing twinning with Jenin in Palestine
  - The Council already has a special cultural link with Sylhet City which was the subject of a specific European-funded project and ongoing cultural links but has not been developed into a full-blown twinning arrangement
  - There are web-based links with Guatemala and the Western Sahara through a project run by the Council's Humanities Education Centre.
2. The body which 'oversees' twinning across the country, the Local Government International Bureau (LGIB), sets out the principles of twinning as follows:
  - there should be common understanding between the partners;
  - there should be effective communication;
  - the aims and objectives of the partnership need to be clear and transparent; and

- mechanisms need to be in place to involve the wider community, if appropriate.
3. The LGIB states that there should ideally be exploratory visits. Then a 'charter' should be formally agreed describing the rationale and setting up a link to reflect the interests and aspirations of both communities. This both goes through the formal council decision-making process and is signed at a formal twinning ceremony. This is therefore not a relationship to be taken lightly.
  4. Tower Hamlets set out many years ago to develop a twinning relationship with Sylhet City and although this has been progressed it has not been taken to a formal conclusion of a municipal twinning arrangement. It is also the case that all formal twinning agreements were severed by the Liberal administration of 1986-94 in a motion to full Council in January 1987”.

**“This Council Resolves:**

That in the context of the complex background and contested way forward the Borough:

1. Recognises the importance of the international relationships between the borough and other parts of the world that reflect the diversity of heritage and cosmopolitan concerns that constitute today’s East End.
2. Notes that in 1987 the Liberal administration withdrew the borough formally from all twinning arrangements with international contexts.
3. Reaffirms that the Borough should take seriously its commitment to developing international links but does so in accord with best practice in local government.
4. Recognises the importance of the incomplete work on twinning that has been developed with Sylhet City.
5. Rejects proposals to twin immediately with other cities/suburbs/ municipalities without attention to the recommended full protocols.
6. Instructs the Council to commission research to ascertain local people's views on twinning through methodologies which will produce a representative survey of local opinion to develop best practice in fostering links with other countries and to inform how we should proceed”.

In seconding the motion Councillor Shukur noted that the motion would enable the Council to seek the views of residents of the Borough regarding the merits of twinning.

The Mayor drew attention to a tabled amendment in the name of Councillor Janet Ludlow, to which she spoke.

Councillor Ludlow **MOVED** and Councillor Griffiths **SECONDED** an amendment to the motion in the following terms:-

“Delete text from paragraph 4 onwards.

Insert the following text:

This Council Resolves:

1. To abide by the principles of twinning as set out by the Local Government International Bureau (LGIB)
2. To ensure that the twinning strategy promotes clear economic and regeneration benefits for both the authority and any potential twinning partner.
3. To instruct the council to commission research on the following points and report back to Cabinet with the results:
  - Establish what aims LBTH would hope to achieve through twinning
  - Establish what potential partners would hope to achieve through twinning
  - Determine the costs and benefits of twinning to this authority
  - Consult, through the LAPs, and with local people, on their views on twinning, especially determining the outcomes they would wish to achieve.
4. To undertake this activity with the full knowledge and involvement of the EU”.

Councillor Ludlow informed the meeting that her Group did not oppose the concept of twinning and that the amendment had been submitted in a spirit of partnership.

Councillor Rouse was of the view that before embarking on a twinning strategy there needed to be a thorough cost-benefit analysis.

The Mayor put the amendment to the vote and there voted:-

For - 7

Against - 23

The Mayor declared the amendment to be **LOST**

The Mayor informed the meeting that a second amendment had been submitted by Councillor Oliur Rahman which had been tabled.

Councillor Oliur Rahman **MOVED** and Councillor Ataur Rahman **SECONDED** an amendment in the following terms:-

**“This Council Notes:**

Delete bullet point 3 of paragraph 1 of the motion and insert;

The Council notes the situation in the Middle East and that this is a matter of great concern to many people in this borough.

The Council notes that any peace in the Middle East requires justice for the Palestinian people.

**“This Council Notes:**

Delete point 4 and insert;

This Council recognises the importance of the work on twinning that has been developed with Sylhet City.

This Council will take the initiative to complete the twinning work with Sylhet immediately and the aim should be to have a formal twinning ceremony between Tower Hamlets and Sylhet City in May 2006.

Delete point 5 & 6 and insert;

This Council will take the initiative to twin with Jenin immediately for a variety of cultural, practical, humanitarian and symbolic reasons.

This Council will make immediate contact with the municipality of Jenin with a view to establishing effective channels of communication, common understanding of aims and objectives and mechanisms to involve the wider community.

The Council will further arrange for an exploratory visit to Jenin as recommended by the LGIB. This visit should take place within three months.

This Council also calls on the Mayor of Tower Hamlets to write to the Mayor of Jenin offering our full support and solidarity.

This Council will make a public statement within one week of the results of the investigation into the feasibility and protocols for future twinning proposals.

The Council’s aim should be to have a formal twinning ceremony between Tower Hamlets and Jenin in May 2006”.

In speaking to his amendment Councillor Rahman was of the view that the Council should implement its resolution of the 10<sup>th</sup> July, 2002 which had asked the Cabinet to look at the feasibility of twinning with Jenin. By twinning with Jenin a positive signal of support for the Palestinian people would be made.

Councillor Ludlow sympathised with, and acknowledged that Councillor Rahman held deeply felt views on this issue, but questioned whether Jenin wished to twin with the Borough. The Leader suggested that the views of residents of the Borough should be sought before any final decisions were made.

The Mayor put the amendment to the vote and there voted:-

For - 2  
Against - 28

The Mayor declared the amendment to be **LOST**.

The Mayor then put the substantive motion to the vote and there voted:-

For - 26  
Against - 7  
Abstention - 1 (Councillor Ray Gipson)

The Mayor declared the motion to be **CARRIED** and it was:-

### **RESOLVED**

#### **This Council Notes:**

1. There is currently considerable interest in the Council twinning with other cities/suburbs/municipalities. The local authority has received a number of approaches suggesting closer links between Tower Hamlets and other places.
  - Offenbach in Germany has approached us to revive our previous twinning arrangement with them
  - Puteaux in Paris has approached the Council in similar terms
  - There is currently a petition in the borough proposing twinning with Jenin in Palestine
  - The Council already has a special cultural link with Sylhet City which was the subject of a specific European-funded project and ongoing cultural links but has not been developed into a full-blown twinning arrangement
  - There are web-based links with Guatemala and the Western Sahara through a project run by the Council's Humanities Education Centre.
2. The body which 'oversees' twinning across the country, the Local Government International Bureau (LGIB), sets out the principles of twinning as follows:
  - there should be common understanding between the partners;

- there should be effective communication;
  - the aims and objectives of the partnership need to be clear and transparent; and
  - mechanisms need to be in place to involve the wider community, if appropriate.
3. The LGIB states that there should ideally be exploratory visits. Then a 'charter' should be formally agreed describing the rationale and setting up a link to reflect the interests and aspirations of both communities. This both goes through the formal council decision-making process and is signed at a formal twinning ceremony. This is therefore not a relationship to be taken lightly.
  4. Tower Hamlets set out many years ago to develop a twinning relationship with Sylhet City and although this has been progressed it has not been taken to a formal conclusion of a municipal twinning arrangement. It is also the case that all formal twinning agreements were severed by the Liberal administration of 1986-94 in a motion to full Council in January 1987.

**This Council Resolves:**

That in the context of the complex background and contested way forward the Borough:

1. Recognises the importance of the international relationships between the borough and other parts of the world that reflect the diversity of heritage and cosmopolitan concerns that constitutes today's East End.
2. Notes that in 1987 the Liberal administration withdrew the borough formally from all twinning arrangements with international contexts.
3. Reaffirms that the Borough should take seriously its commitment to developing international links but does so in accord with best practice in local government.
4. Recognises the importance of the incomplete work on twinning that has been developed with Sylhet City.
5. Rejects proposals to twin immediately with other cities/suburbs/municipalities without attention to the recommended full protocols.
6. Instructs the Council to commission research to ascertain local people's views on twinning through methodologies, which will produce a representative survey of local opinion to develop best practice in fostering links with other countries and to inform how we should proceed.

## **CONTINUATION OF MEETING**

At 11.10 p.m. the Mayor **MOVED** and it was:-

### **RESOLVED**

That the provisions of the Council's Constitution be suspended and that the meeting continue to sit for a further fifteen minutes to enable the remaining business on the agenda to be considered.

## **10.2 MOTION RE: EDUCATION WHITE PAPER – “HIGHER STANDARDS, BETTER SCHOOLS FOR ALL”** **(Agenda item 10.2)**

The Chief Executive informed the meeting that a motion on the subject on the recent Education White Paper, “Higher Standards, Better Schools for All”, had been submitted by Councillor Janet Ludlow which had been reproduced on pages five to seven of the Order of Business for the meeting.

Councillor Ludlow, in the light of the lateness of hour, proposed that consideration of her motion should be withdrawn and deferred to a future meeting of the Council.

The Mayor **MOVED** and it was:-

### **RESOLVED**

That consideration of the motion on the Education White Paper – “Higher Standards, Better Schools for All” be withdrawn and deferred to a future meeting of the Council.

## **11. OTHER BUSINESS**

### **11.1 TO CONSIDER A REVIEW OF PROPORTIONALITY** **(Agenda item 11.1)**

The Chief Executive informed the meeting that agenda item 11.1 detailed a number of changes to committee membership which had arisen following receipt of Councillor Ghulam Muhammad Mortuza's resignation from membership of the Respect Group on the Council and his rejoining of the Labour Group.

Councillor Michael Keith, Leader of the Council then **MOVED** and Councillor Abdus Shukur, Deputy Leader of the Council **SECONDED** a motion in the following terms, which was agreed without dissent and the Mayor declared the motion to be **CARRIED** and it was:-

### **RESOLVED**

- (i) That Councillor Muhammad Ghulam Mortuza'a resignation from the Respect Group and his rejoining of the Labour Group be noted;
- (ii) That the recalculation of proportionality be noted;
- (iii) That Councillor Motin Uz-Zaman's resignation from the Development Committee be noted, and that the Labour Group vacancies on the Licensing Committee and the Olympic Development Committee be filled by Councillor Betheline Chattopadhyay and Councillor Motin Uz-Zaman respectively; and
- (iv) That the seven unallocated Committee seats be allocated to the four Members who are not currently Members of either of the two political groups on the Council, and that they continue in their current positions on committees, and that they be invited to make a nomination to fill the vacancy on the Development Committee.

#### **CLOSE OF MEETING**

The Mayor thanked everyone for their attendance and contributions, and closed the meeting at 11.20 p.m.

**COUNCILLOR DOROS ULLAH**  
**MAYOR**



**LONDON BOROUGH OF TOWER HAMLETS**

**COUNCIL MEETING**

**WEDNESDAY 1<sup>ST</sup> MARCH, 2006**

**QUESTIONS SUBMITTED BY  
MEMBERS OF THE PUBLIC**

**AGENDA ITEM NO. 6**

**REPORT OF THE INTERIM HEAD OF  
DEMOCRATIC RENEWAL  
AND ENGAGEMENT**

**1. SUMMARY**

- 1.1 Set out overleaf are the questions submitted by members of the public for response by the appropriate Lead Member(s). Responses of Lead Members to the questions submitted will be tabled at the Council meeting on Wednesday 1<sup>st</sup> March, 2006.
- 1.2 The Council's Constitution provides a time limit of thirty minutes for this item.
- 1.3 A questioner who has put a question in person may also put one brief supplementary question without notice to the Member who has replied to his or her original question. A supplementary question must arise directly out of the original request or reply.
- 1.4 Any question which cannot be dealt with during the thirty minutes allocated for public questions, either because of lack of time or because of non-attendance of the Member to whom it was put, will be dealt with by way of a written answer.
- 1.5 Unless the Mayor decides otherwise, no discussion will take place on any question, but any Member of the Council may move, without discussion, that the matter raised by a question be referred for consideration to the Cabinet or the appropriate Committee or Sub-Committee.

## 2. **QUESTIONS**

The questions which have been submitted are set out below.

### 2.1 **Question from Ms Clair Hawkins, St Stephens Road, E3 to Councillor Judith Gardiner, Lead Member for Environment**

“What is being done to reduce the problem of drug dealing and taking on the Ocean Estate, especially in blocks where there are young families and older people?”

### 2.2 **Question from Ms Jo Coles, Rainhill Way, E3 to Councillor Ohid Ahmed, Lead Member for Education and Youth**

“What does the Council propose to do to enable young people to access to facilities, particularly in those areas, like Bromley-By-Bow, where provision is pretty sparse and the level of household overcrowding is high?”

### 2.3 **Question from Mr Peter Ton That Cartwright Street, E1 to Councillor Ohid Ahmed, Lead Member for Education and Youth**

“What action is the Council taking with respect to extending school opening hours? In the East India and Lansbury area we could use schools’ facilities at night times as play centre for teenagers instead of them wandering the streets, and would be a valuable contribution to the Council’s anti-social behaviour and youth strategies.”

2.4 **Question from Mr Brian Boag, Hollybush Gardens, E2, to Councillor Judith Gardiner, Lead Member for Environment**

“What action is the Council taking to tackle anti-social behaviour in the Bethnal Green area especially in relation to fly-tipping and improving the quality and cleanliness of our streets, estates and open spaces?”

2.5 **Question from Mr Alibor Chowdhury, Shandy Street, E1 to Councillor Judith Gardiner, Lead Member for Environment**

“What impact has the Safer Neighbourhood Team in St Dunstan’s and Stepney Green had on local crime and what more will the Council be doing to minimise the impact of anti-social behaviour on the residents of Stepney?”

2.6 **Question from Mr Bill Turner, Commercial Street, E1 to Councillor Judith Gardiner, Lead Member for Environment**

“Many local residents are particularly concerned about the prevalence of motorised scooters of different shapes and sizes being ridden about by children and young people. This represents a real danger to the people riding them, and to other people especially the elderly. They are often ridden on paved areas at great speed. What is the Council doing to tackle this problem”

**2.7 Question from Mr Terry McGreener, Devons Road, E3, to Councillor Denise Jones , Lead Member for Culture**

“Why despite the Council agreeing an Open Space Strategy in December 2005, does it continue to dispose of public open space?”

**2.8 Question from Mrs Machesa, Howcroft House, E3 to Councillor David Edgar, Lead Member for Housing**

“We users are very disappointed at the way this facility (York Hall Laundry) has been badly neglected by the Council. Most washing machines and dryers are out of service and have been so for a very long time. Also the facilities suffer fro lack of supervision; when one complains to the Reception Desk at York Hall, the answer is always the same. ‘We are nothing to do with the laundry.’ The Council does not appear to be interested in improving this facility nor in listening to users. Why is the Council not investing in improvements to the Laundry as it has in leisure facilities?”

**2.9 Question from Rupert Bawden, Sarum Terrace, E2 to Councillor Abdul Asad, Lead Member for Social Services and Health**

“In view of the recent outstandingly successful reports on Tower Hamlets Social Services Department would the Lead Member for Social Services and Health outline the elements which have contributed to the department being identified as one of the best in the country and say what steps the Council is taking to ensure that this experience is passed on to the other Boroughs in London and beyond?”

**2.10 Question from Rania Khan, Bruce Road, E3 to Councillor David Edgar, Lead Member for Housing**

“I would like to ask when and if the housing choice ballot will take place on the Devons and Bow Bridge Estates. The ballot has already been delayed from the end of January, when it was rumoured that it would take place. In addition to this the residents have had to suffer the further stress of having the ballot papers sent out only to be recalled on the following day. Even now, we don’t know when the ballot will be held. This is an abuse of democracy.

Will the ballot be held? If so when? If not, when will we be notified that it has been cancelled?”

**2.11 Question from Phil Briscoe, Plymouth Wharf, E14 to Councillor Michael Keith, Leader of the Council**

“The residents of the Isle of Dogs are currently gathering a petition to present to the Metropolitan Police Authority, requesting that resources are found to extend the opening hours of the Isle of Dogs Police Station on Manchester Road beyond the present 10 am to 6 pm on weekdays. Will the Leader of the Council confirm that he and his colleagues will support this local campaign?”

**2.12 Question from Shirley Houghton, Pierpoint Building, E14 to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships**

“Given the continuous development on the IODs, will the lead member outline what plans, if any, the Council has (to include timeframe and format) to undertake a comprehensive island-wide assessment to ensure the island does not become gridlocked by the piecemeal approach to traffic management we currently see?”

**2.13 Question from George Attard, James Campbell House, E2 to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships**

“What guarantee can LBTH give to me, if planning permission is granted for the land swap on Peel Grove, E2, that there will NOT be a nett loss of green space or number of trees?”



**LONDON BOROUGH OF TOWER HAMLETS**

**COUNCIL MEETING**

**WEDNESDAY 1<sup>ST</sup> MARCH, 2006**

**QUESTIONS SUBMITTED BY  
MEMBERS OF THE COUNCIL**

**AGENDA ITEM NO. 7**

**REPORT OF THE INTERIM HEAD OF  
DEMOCRATIC RENEWAL  
AND ENGAGEMENT**

**1. SUMMARY**

- 1.1 Set out overleaf are details of the questions submitted by Members of the Council, for response by the appropriate Lead Member at the Council meeting to be held on Wednesday 1<sup>st</sup> March, 2006. Responses of Lead Members to the questions submitted will be tabled at the Council meeting.
- 1.2 Questions are limited to one per Member per meeting, plus one supplementary question unless the Member has indicated that only a written reply is required and in these circumstances a supplementary question is not permitted.
- 1.3 Oral responses are time limited to two minutes. Supplementary questions and responses are also time limited to two minutes each.
- 1.4 There is a time limit of thirty minutes for consideration of Members' questions with no extension of time allowed and any question not dealt within this time will be dealt with by way of written responses. The Mayor will decide the time allocated to each question.
- 1.5 Members must confine their contributions to questions and answers and not make statements or attempt to debate.

## **2. QUESTIONS**

Set out below are the questions which have been submitted by Members of the Council.

### **2.1 Question from Councillor Brian Son to Councillor Judith Gardiner, Lead Member for Environment**

“With regard to an assault in the Aspen Way Underpass (the one which leads from Blackwall DLR to McDonalds) could the Lead Member tell me how many assaults took place in this area in the last year; and what steps are being taken to combat these assaults?”

The response of the Lead Member is set out below:-

### **2.2 Question from Councillor Simon Rouse to Councillor Judith Gardiner, Lead Member for Environment**

“Can the Lead Member please provide details of how many anti-social behaviour orders have been obtained by the Council in the financial year 2005-6 and provide this information by ward?”

### **2.3 Question from Councillor Julian Sharpe to Councillor Judith Gardiner, Lead Member for Environment**

“How much money has been spent on improving pavements and roads on the Isle of Dogs during 2005 – 2006? How much of this was Section 106 monies?”

### **2.4 Question from Councillor Ray Gipson to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships**

“It is now 3 months since Morrisons closed the supermarket on Roman Road. The situation is having an adverse effect on both traders and residents, especially elderly residents. What positive steps is this Council taking to regenerate the area and to ensure that a viable alternative is found to replace Morrisons?”

### **2.5 Question from Councillor Julia Mainwaring to Councillor David Edgar, Lead Member for Housing**

“Can the Lead Member tell me how many affordable homes have been built on the Isle of Dogs since 1994 and what sizes are these homes ?”

### **2.6 Question from Councillor John Griffiths to Councillor Michael Keith, Leader of the Council**



“Can the Leader of the Council provide an update on the progress of the criminal charges that have been brought against members and former officers of this Council given his previous pledge to ensure ‘the vigorous pursuit of anyone responsible for defrauding the people of Tower Hamlets’ and also to update Members on the latest total costings of the investigation proceedings (as of May 2004 these stood at over £500,000)?

2.7 **Question from Councillor Alan Amos to Councillor Judith Gardiner, Lead Member for Environment**

“Would the Lead Member outline all the road improvement schemes in Millwall Ward including action taken to ensure the streets are cleaner and safer?”

2.8 **Question from Councillor James Sanderson to Councillor Abdul Asad, Lead Member for Social Services and Health**

“Can the Lead Member for Social services and Health inform Members as to what action this Council is taking to put pressure on the Secretary of State for Health to give the go ahead for the building of the Royal London and Barts Hospitals and to report to Members what the Labour Government’s indecision on this essential project is costing on a daily basis?”

2.9 **Question from Councillor Martin Rew to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships**

“With the LDA’s decision to release a significant numbers of CPOs on Fish Island, local land owners and residents are pressing for a regeneration plan for the area that will involve mixed use development. Can the Lead Member please tell me if a new local action plan will be developed for Fish Island and how such a plan will reflect the views and concerns of local residents, businesses and land owners?”

2.10 **Question from Councillor Tim O’Flaherty to Councillor David Edgar, Lead Member for Housing**

“If the ruling group continue after May, will ALMOs be put forward for the estates which have voted not to transfer to Housing Associations and has the Housing Department achieved the targets specified by the Government as a prerequisite to setting up an ALMO?”

2.11 **Question from Councillor Akikiur Rahman to Councillor Shafiqul Haque, Lead Member for Regeneration and Community Partnerships**

“Could the Lead Member for Regeneration and Community Partnerships clarify the differences between an intervention shaft, an evacuation shaft and a ventilation shaft and whether any of these are condoned in the Brick Lane area by the Council’s petition to the Government about the Crossrail Bill?”

2.12 **Question from Councillor Louise Alexander to Councillor Abdus Shukur, Deputy Leader of the Council**

“How many employment tribunals has the Council been taken to over the past two years? How much has this cost in legal fees and settlements and how does this compare to other Boroughs?”

2.13 **Question from Councillor Marian Williams to Councillor Richard Brooks, Lead Member for Resources**

“Which new systems/application such as the rollout of Windows XP, modern.gov, the Northgate system for HR, Siebel, etc. have been successfully implemented and which ones have not? How much has this administration spent on buying applications that were incompatible with our operating systems and not used?”

2.14 **Question from Councillor Azizur Rahman Khan to Councillor Michael Keith, Leader of the Council**

“How many times has the Crossrail working group met and on which dates and which Councillors were present?”

2.15 **Question from Councillor Janet Ludlow to Councillor Abdus Shukur, Deputy Leader of the Council**

“How many tiers of officers are there between the Chief Executive and (a) a street operative and (b) a dinner lady?”

2.16 **Question from Councillor Jainal Chowdhury to Councillor Denise Jones, Lead Member for Culture**

“How many times has the Mile End Park Board sat in the last three years, who are on the board, are meetings held in public and are the minutes of the board publicly accessible, how many times has a report been submitted to the cabinet in the last two years relating to Mile End Park and the board?”

2.17 **Question from Councillor Hilary Phelps to Councillor Ohid Ahmed, Lead Member for Education and Youth**

“Could the Lead Member for education give information on the destinations of Tower Hamlets school leavers in 2005, for example:

- Other schools
- Full-time HE
- Full-time employment
- Part-time employment and part-time HE
- Unemployed
- Not known

How does the breakdown compare by sex and ethnicity?”

2.18 **Question from Councillor Barrie Duffey to Councillor Ohid Ahmed, Lead Member for Education and Youth**

“Can the Lead Member for education let us know the number of school trips (non-residential) made by Tower Hamlets schoolchildren to places of national interest within the capital but outside this borough? How does the number of such trips compare with other inner-London boroughs?”

2.19 **Question from Councillor Rajib Ahmed to Councillor Judith Gardiner, Lead Member for Environment**

“Could the lead member comment on the success or otherwise of anti-dog-fouling enforcement in the borough and could similar measures be introduced to deter spitting on pavements and in the street?”

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# Agenda Item 8.1

## LONDON BOROUGH OF TOWER HAMLETS

### REPORT OF THE CABINET (8.1)

08 FEBRUARY 2006

To receive the report of the Cabinet at its meeting held on Wednesday **08 February 2006**.

For ease of reference a separate report has been produced in respect of each set of recommendations arising from the meeting of the Cabinet, held on 8<sup>th</sup> February 2006 to the full Council. Please find attached the first in this series of Council reports (8.1).

The Members who attended our meeting were: -

Councillor Michael Keith	Chair
Councillor Abdus Shukur	Vice-Chair
Councillor Ohid Ahmed	
Councillor Abdul Asad	
Councillor Richard Brooks	
Councillor David Edgar	
Councillor Judith Gardiner	
Councillor Shafiqul Haque	
Councillor Denise Jones	
Councillor M. Shahab Uddin	

Other Members present: -

Councillors A. Amos.

- \*1. **General Fund Budget 2006/2007 Budget Requirement & Council Tax (CAB 154/056)**  
**General Fund Budget 2006/2007 Budget Requirement & Council Tax Addendum (CAB 169/056)**

We considered a report (covering report attached as **Appendix A** to this council report detailed budget pages to follow) which advised us that: -

- We had previously considered three reports in respect of the 2006/2007 General Fund revenue budget and the report before us was the final one in this series for our consideration. It requested that we:-
  - Consider the allocation of funding for committed growth in 2006/2007.
  - Agree efficiency savings sufficient to set a robust and balanced budget and meet annual efficiency targets.

- Recommend a total budget requirement and Council Tax for formal approval by the full Council on 1<sup>st</sup> March 2006.
- Calculation of the Tower Hamlets element of the Council Tax for 2006/07 was dependent upon the final level of Government grant, yet to be announced when the agenda had been circulated. Consequently the main report before us (CAB154/056) should be read in conjunction with the tabled Addendum report (CAB 169/056) also before us. This Addendum report (attached as **Appendix B** to this council report) updated us in respect of the announcement of Formula Grant Settlement for 2006/2007 and the provisional figure for 2007/2008, which had been made on 31<sup>st</sup> January 2006.
- The Greater London Authority's (GLA) budget meeting was scheduled to be held on 15<sup>th</sup> February 2006. The GLA's precept, and the implications for council tax payers in different bands, would be included in supplementary budget papers which would be submitted to full Council on 1<sup>st</sup> March 2006, when it would be recommended to formally approve the Council's budget requirement and Council Tax for 2006/2007.
- To inform final decisions on the proposed budget for 2006/2007, the main report (CAB 154/056) before us:-
  - Detailed the outcome of budget consultation.
  - Identified committed growth and efficiency savings.
  - Refined the medium term financial projection for the period to 2008/2009 to take account of detailed information and decisions relating to 2006/2007, and the provisional settlement for 2007/2008;
  - Considered strategic budget risks and mitigating measures.
  - Reviewed the level and planned use of earmarked reserves.
- In accordance with the requirement of the authority's constitution the report before us had also been submitted to the Overview and Scrutiny Committee for its comments.

The Addendum report (CAB 169/056) before us also updated us in respect of:-

- The level of Waste Performance and Efficiency Grant allocated to this Authority.
- The Mayor of London's final budget proposal to the London Assembly.

Our Chair informed us that Councillor Brooks, our Lead Member: Resources, had tabled a motion, relating to the authority's General

Fund Budget for 2006/2007, which contained all recommendations in respect of both the General Fund Budget 2006/2007 Budget Requirement & Council Tax report (CAB 154/056) and Addendum to that report (CAB 169/056) (attached as **Appendix C** to this council report).

Our Corporate Director Environment and Culture, at the request of our Chair, addressed the matters raised by the Overview and Scrutiny Committee, held on 7<sup>th</sup> February 2006, in relation to the report (CAB 154/056); as set out in the sheet of questions and comments tabled by the Chair of the Overview and Scrutiny Committee earlier in our proceedings.

Our Director of Resources, in introducing the Addendum report (CAB 169/056) summarised the salient points contained therein and outlined for us what we were being requested to consider, and recommended to agree, in relation to the General Fund Budget 2006/2007 Budget Requirement & Council Tax report (CAB 154/056) and Addendum thereto.

We agreed: -

#### **Final Formula Grant Settlement**

1. That the final Formula Grant settlement for 2006/07, as set out in the Addendum to the report (CAB 169/056), be noted.

#### **Budget Consultation**

2. That the outcome of the various consultations carried out in relation to this budget, as summarised in section 4 of the report (CAB 154/056) and especially the results of public consultation detailed at Appendix B to the report (CAB 154/056), be noted.

#### **Committed Growth**

3. That committed growth be funded as summarised below, at a total additional cost of £8,856,000 for 2006/2007, and the implications for this authority in 2007/2008 and 2008/2009, be noted.

Social Services	£4,218,000
Environment & Culture	£975,000
Corporate (covering all services)	£3,663,000
	£8,856,000

4. That the additional £2.0 million identified as Committed Growth in relation to Social Services be included in a corporate contingency, to be allocated by the Cabinet during the financial year as necessary.

5. That for the following items of committed growth, officers be instructed to:
  - a) Keep the level of demand and other factors leading to an additional funding requirement under continuous review.
  - b) Continue to explore options to mitigate the cost identified.
  - c) Report progress to Cabinet by September 2006 in respect of:-
    - Growth in Children's Commissioning (GRO/SS/01).
    - Home Care – increased demand (GRO/SS/05).
    - Learning Disabilities Commissioning (GRO/SS/06).
    - Cost pressures in residential nursing home care for Adults Mental Health (GRO/SS/07).
    - Parks Maintenance Contracts (GRO/EC/02).

#### **Waste Performance & Efficiency Grant**

6. That the increase in Waste Performance and Efficiency Grant for 2006/2007 of £0.395 million, as set out in the addendum to the report (CAB 169/056), be noted and it be agreed that this be applied to further improve waste management services.

#### **Efficiency Savings**

- 7a. That efficiency savings options totalling £3,938,000 be taken, as summarised at Appendix D to the report (CAB 154/056), excluding SS 09 and the implications for the authority in 2007/2008 and 2008/2009, be noted.
- 7b. That officers be requested to investigate the re-provision of higher quality services to the users of Mayfield House within existing budgets and report back to Cabinet by September 2006.

#### **Inflation**

8. That an updated figure for pay and price inflation of £6.152 million be agreed.

#### **Housing Stock Reduction**

9. That it be noted that as a result of reductions in the size of the Housing Revenue Account, the value of General Fund services funded from the Housing Revenue Account will reduce by £3.696 million in 2006/2007.
10. That mitigating savings to the value of £1.902 million be accepted to offset the budgetary impact on the General Fund, and it be noted that these comprise a mixture of efficiency savings, workload reductions and income generation.
11. That the balance of £1.794 million be funded from the existing recurrent General Fund provision of £5 million established to provide for the corporate implications of Housing Choice.
12. That officers be instructed to continue to explore options for cost reduction in those corporate and support services where the impact is most significant, and to report back to Cabinet by September 2006.

#### **Budget Risk: Balances/Reserves & Contingencies**

13. That the review of reserves, strategic budget risks, and assessment of the robustness of the estimates be noted.



14. That risk mitigation measures be funded as follows:
- a) Olympic Legacy development: £400,000 a year for the period 2006/2007 – 2008/2009 to be funded from LPSA Reward Grant achieved in 2004/2005.
  - b) Asset and Programme/Project Management: £150,000 to be included in the General Fund Budget for Corporate Costs.
15. That a contribution to general reserves of £1.5 million be made as part of the General Fund budget for 2006/2007.

### Budget Requirement & Council Tax

16. Taking account of the decisions above, full Council be recommended to agree:
- a) A total budget requirement for the authority in 2006/2007 of £267,894,000 (not including Dedicated Schools Grant) and,
  - b) No increase in Tower Hamlets' Council Tax for 2006/2007.

The Council Tax for all other band taxpayers with no discounts and excluding the GLA precept shall be as set out in the Table below:-

BAND	PROPERTY VALUE		RATIO TO BAND D	COUNCIL TAX FOR EACH BAND
	FROM	TO	BAND D	£
A	0	40,000	<sup>6</sup> / <sub>9</sub>	531.52
B	40,001	52,000	<sup>7</sup> / <sub>9</sub>	620.11
C	52,001	68,000	<sup>8</sup> / <sub>9</sub>	708.69
D	68,001	88,000	<sup>9</sup> / <sub>9</sub>	797.28
E	88,001	120,000	<sup>11</sup> / <sub>9</sub>	974.45
F	120,001	160,000	<sup>13</sup> / <sub>9</sub>	1,151.63
G	160,001	320,000	<sup>15</sup> / <sub>9</sub>	1,328.80
H	320,001	upwards	<sup>18</sup> / <sub>9</sub>	1,594.56

17. That it be noted that the Greater London Authority precept, which is due to be set on 15<sup>th</sup> February 2006, will be added to the authority's Council Tax to arrive at the total Council Tax for residents of the borough **and this will be reported to full Council on 1<sup>st</sup> March 2006.**

## Medium Term Financial Projection

18. That the medium term financial projection, as set out in Appendix G to the report (CAB 154/056), and detailed below be approved.

### MEDIUM TERM FINANCIAL PROJECTION

#### Projected General Fund Revenue Account

	2006/07 £'000	2007/08 £'000	2008/09 £'000
<b>Initial Budget</b>	438,848	267,894	279,186
Transfer of Schools funding to Dedicated Schools Grant	-183,315		
Inflation	6,152	6,300	6,700
Committed Growth			
Identified	10,856	3,014	2,327
Projected		6,500	7,500
Base Budget Adjustment	-1,550	0	0
Efficiency savings			
Identified	-3,938	-1,269	-1,097
Stretch Gershon target		-3,382	-4,314
Risk Mitigation Measures	150	0	0
Sub	11,670	11,163	11,116
Changes in Contributions to Reserves	-500	0	0
Transfers of Funding	1,230	0	0
Formula Grant - final settlement contingency	90	0	0
Formula Grant - prior year's adjustment	-129	129	0
<b>Budget Requirement</b>	267,894	279,186	290,302
Formula Grant	-205,777	-213,822	-222,161
Collection Fund Surplus	-1,905	-1,598	-1,151
	60,212	63,766	66,990
<b>Indicative Band D Council Tax</b>	£797.28	£816.99	£837.38
<b>Change in Council Tax</b>	<b>0.0%</b>	<b>2.5%</b>	<b>2.5%</b>

#### Target Adjustments and Technical Resolutions

19. That the target adjustments relating to asset rentals and the adjustments for support service charges be noted.

**We therefore recommend Council to: -**

1. Agree a total budget requirement for the authority in 2006/2007 of £267,894,000 (not including Dedicated Schools Grant); and
2. Agree that there be no increase in Tower Hamlets' Council Tax for 2006/2007.
  - a) Resulting in a Council Tax at Band D for Tower Hamlets for 2006/2007 of £797.28, as detailed in the table below: -

	<b>2005/06</b>	<b>2006/07</b>
	<b>£</b>	<b>£</b>
Education	225,688,000	32,265,000
Social Services	107,110,000	113,316,000
Environment and Culture	70,219,000	62,760,000
Development and Renewal	6,199,000	6,514,000
Housing General Fund	7,027,000	7,794,000
Chief Executive	20,825,000	21,964,000
Corporate/Capital	(3,899,000)	18,335,000
	<b>433,169,000</b>	<b>262,948,000</b>
Corporate Contingency	-	2,089,989
Formula Grant 2004/05 & 2005/6	-	(128,989)
Local Public Service Agreement	-	(400,000)
Parking Control Reserve	(2,510,000)	(2,510,000)
Housing Choice Earmarked Reserve	5,000,000	3,206,000
E-Government Loan Repayment	689,000	689,000
Insurance Fund	500,000	500,000
General Balances	2,000,000	1,500,000
	<b>438,848,000</b>	<b>267,894,000</b>
Formula Grant	(379,122,871)	(205,777,237)
	<b>59,725,129</b>	<b>62,116,763</b>
Collection Fund Surplus/Deficit	(1,905,000)	(1,904,763)
	<b>57,820,129</b>	<b>60,212,000</b>
	72,522	75,522
	<b>£797.28</b>	<b>£797.28</b>

Band D Council Tax Increase

Amount - £  
Percentage

**NIL**  
**NIL**

- b) Resulting in a Council Tax for all other band taxpayers with no discounts and excluding the GLA precept shall be as set out in the Table below:-

BAND	PROPERTY VALUE		RATIO TO BAND D	COUNCIL TAX FOR EACH BAND £
	FROM	TO		
A	0	40,000	$\frac{6}{9}$	531.52
B	40,001	52,000	$\frac{7}{9}$	620.11
C	52,001	68,000	$\frac{8}{9}$	708.69
D	68,001	88,000	$\frac{9}{9}$	797.28
E	88,001	120,000	$\frac{11}{9}$	974.45
F	120,001	160,000	$\frac{13}{9}$	1,151.63
G	160,001	320,000	$\frac{15}{9}$	1,328.80
H	320,001	upwards	$\frac{18}{9}$	1,594.56

3. Agree that for the London Borough of Tower Hamlets in 2006/2007:-

- (a) The Council Tax for Band D taxpayers with no discounts and including the GLA precept shall be **£1,085.89**, as shown below: -.

	£ (Band D, No Discounts)
LBTH	797.28
GLA	288.61
Total	<u>1,085.89</u>

- (b) The Council Tax for taxpayers in all other bands with no discounts and including the GLA precept shall be as detailed in the table below: -.

<b>BAND</b>	<b>LBTH</b> <b>£</b>	<b>GLA</b> <b>£</b>	<b>TOTAL</b> <b>£</b>
A	531.52	192.41	723.93
B	620.11	224.47	844.58
C	708.69	256.54	965.23
D	797.28	288.61	1,085.89
E	974.45	352.75	1,327.20
F	1,151.63	416.88	1,568.51
G	1,328.80	481.02	1,809.82
H	1,594.56	577.22	2,171.78

4. Approve the statutory calculations of this authority's budget requirement in 2006/2007, detailed in **Appendix D** to this Council report, undertaken by the Chief Financial Officer in accordance with the requirements of Sections 32 to 36 of the Local Government Finance Act 1992, and referred to in paragraph 13.2 of the report (CAB 154/056).
5. Agree that the Budget Pages shall constitute the London Borough of Tower Hamlets' 2005/2006 revised estimates and original budget for 2006/2007, and referred to in paragraph 13.2 of the report (CAB 154/056).

**Councillor Michael Keith**  
**Chair of the Cabinet**

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**  
**LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

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<b>Brief description of "background paper" number of holder</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone</b>
Cabinet Agenda – 08/02/06 Record of decisions Cabinet Meeting 08/02/06.		Angus Taylor 020 7364 4333

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<b>Committee:</b> Cabinet/ Overview & Scrutiny Committee	<b>Date:</b> 8 <sup>th</sup> February 2006/ 7th February 2006	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item No:</b>
<b>Report of:</b> Director of Resources <b>Originating Officer(s)</b> Martin Smith, Director of Resources & Alan Finch, Service Head – Corporate Finance		<b>Title:</b> General Fund Budget 2006/2007 Budget Requirement & Council Tax		
		<b>Ward(s) Affected:</b>	N/A	

## 1. SUMMARY

- 1.1 Cabinet has previously considered three reports on the 2006/07 General Fund revenue budget. This is the final report and asks Cabinet to:-
- Consider the allocation of funding for committed growth in 2006/07;
  - Agree efficiency savings sufficient to set a robust and balanced budget and meet annual efficiency targets;
  - Recommend a total budget requirement and Council Tax for formal approval by the Council on 1<sup>st</sup> March.
- 1.2 Calculation of the Tower Hamlets element of the Council Tax for 2006/07 is dependent upon the final announcement of Government grant. This announcement is not expected until after the despatch date for this report. If possible, an update will be circulated as a supplementary item; otherwise details will be provided at the meeting.
- 1.3 The Greater London Authority's (GLA) budget meeting is scheduled for 15<sup>th</sup> February 2006. The GLA's precept, and the implications for council tax payers in different bands, will be included in the budget papers which are submitted to Council on 1<sup>st</sup> March.
- 1.4 To inform final decisions on the proposed budget for 2006/07, this report:-
- Reports the outcome of public and business ratepayer consultation.
  - Identifies committed growth and efficiency savings;
  - Refines the medium term financial projection for the period to 2008/09 to take account of detailed information and decisions relating to 2006/07, and the provisional settlement for 2007/08;
  - Considers strategic budget risks and mitigating measures;
  - Reviews the level and planned use of earmarked reserves;

- 1.5 In accordance with the requirement of the Council's constitution this report is also submitted to the Overview and Scrutiny Committee for its comments.

## **2. RECOMMENDATIONS**

Overview and Scrutiny Committee is recommended to consider the contents of the report and make comments to the Cabinet as appropriate.

Cabinet is recommended to:

### ***Budget Consultation***

- 2.1 Consider any comments or recommendations of the Overview and Scrutiny Committee.
- 2.2 Consider the outcome of the various consultations carried out in relation to this budget as set out in Section 4.

### ***Committed Growth & Inflation***

- 2.3 Consider the proposals for committed growth set out at Section 5 and **Appendix C** and :-
- 2.3.1 Approve the committed growth items to be funded in 2006/07; and
- 2.3.2 Note the financial implications for the Council in 2007/08 and 2008/09.
- 2.4 Agree an updated figure for inflation of £6.152m as set out in paragraph 5.5.

### ***Efficiency Savings***

- 2.5 Consider the efficiency savings set out at Section 6 and **Appendix D**, and:-
- 2.5.1 Agree a package of savings for implementation in 2006/07; and
- 2.5.2 Note the indicative additional efficiency savings in 2007/08 and 2008/09.

### ***Housing Stock Reduction***

- 2.6 Note that, as a result of housing stock reduction, the level of HRA funding for General Fund services is projected to reduce by £3.696m in 2006/07.
- 2.7 Agree compensating savings arising from workload reductions, efficiency and income generation totalling £1.902m as set out in paragraph 7.7 and **Appendix F**.
- 2.8 Agree to apply £1.8m of the earmarked provision in 2006/07 and note that £3.206m remains uncommitted (paragraph 7.9).



- 2.9 Note that officers will continue to explore options for cost reduction in those corporate and support services where the impact is most significant.

### **Medium Term Financial Projection**

- 2.10 Approve the medium term financial projection for 2006-2009 as set out in Section 9 and **Appendix G** (to follow).

### **Budget Risk: Reserves, Contingencies & Risk Mitigation**

- 2.11 Note the:-
- a. Review of reserves as set out in paragraph 10.2 and further detailed in **Appendix H**.
  - b. Strategic budget risks and assessment of the robustness of the estimates set out in Sections 10 and 11 and **Appendix I**.
- 2.12 Approve risk mitigation measures totalling £0.550m (paragraph 10.9 and **Appendix J**).
- 2.13 Consider the continuation of the strategy of replenishing general reserves, or making contingency provision within the General Fund revenue budget to cover remaining budget uncertainties and strategic financial risks (paragraph 10.12).

### **Budget and Council Tax 2006/07**

- 2.14 Recommend to Council a total budget requirement and Council Tax for Tower Hamlets for 2006/07 (Section 12).

### **Target Adjustments and Technical Resolutions**

- 2.15 Note the target revisions relating to asset rentals and the adjustments for support service charges discussed in Section 14.

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#### **LOCAL GOVERNMENT ACT 2000 (SECTION 97)**

#### **LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

Brief description of "background papers"

Tick if copy  
supplied for  
register      If not supplied, name  
and telephone number  
of holder

Budget files held in Corporate Finance, 5<sup>th</sup> floor, Mulberry Place

Martin McGrath  
020-7364-4645

***Detailed Budget pages for all services have been lodged with the Cabinet Secretary and placed in the Majority and Minority Group offices prior to the meeting.***

### **3. BACKGROUND**

- 3.1 Cabinet has already made a number of decisions in relation to the overall budget and the allocation of resources to services in 2006/07.
- 3.2 On 11<sup>th</sup> January 2005, Cabinet:-
- Agreed revised estimates for 2005/06;
  - Considered the immediate and medium term implications of the provisional Local Government Finance Settlement for 2006 – 2008;
  - Agreed a number of adjustments to budget targets for 2006/07 arising from the provisional grant settlement and other functional changes;
  - Gave initial consideration to budget uncertainty, risk and levels of reserves.
- 3.3 As a result of these decisions the total provisional General Fund budget stands at **£261,098,000**. Analysis of this total is shown in **Appendix A**.
- 3.4 The setting of the Council's budget requirement and the Council Tax is a decision that by law is reserved to the full Council. Cabinet is therefore requested to recommend to Council a General Fund budget requirement and Council Tax for 2006/07.
- 3.5 In formulating its budget proposal, Cabinet will need to determine a package of growth and savings, and consider contributions to reserves and balances, that taken together will establish a balanced and robust budget for 2006/07 and a sustainable medium term financial strategy for the Council.

### **4. BUDGET CONSULTATION**

- 4.1 Formal budget consultation this year has taken a number of forms:-
- Consultation with the Overview and Scrutiny Committee under the Council's constitution;
  - Statutory consultation with the business community;
  - Broad public consultation through:-
    - A survey of the Residents' Panel
    - Consultation with readers of East End Life and other local newspapers
    - A poll on the Council's website.

## Overview and Scrutiny Committee

4.2 Budget reports have been considered by the Overview and Scrutiny Committee at various stages of the budget process as part of its constitutional role in relation to the Budget & Policy Framework of the Council, and with a view to:-

- Ensuring the comprehensiveness of the cost pressures and resource issues identified
- Highlighting issues that have emerged from scrutiny work programmes and which need to be taken into account in the Council's medium term financial planning
- Identifying issues that could influence future programmes of scrutiny.

## Business Consultation

4.3 The authority is required to consult business ratepayers under s.65 of the Local Government Act 1992. Consequently, six organisations representing local businesses were sent a copy of the Cabinet reports on the General Fund budget and Housing Revenue Account dated 11<sup>th</sup> January and the Capital Programme report to Cabinet dated 5<sup>th</sup> October 2005. Advertisements were also placed in East End Life and the East London Advertiser asking interested business people to contact the Council for details of its plans. Details of any responses received will be reported at tonight's meeting.

## Public Consultation

4.4 Public consultation this year has taken place using a wide range of media, the press, the Council's website and via a phone poll of the Residents' Panel. The press consultation took place in East End Life, as well as a number of other local English language and Bengali newspapers. Residents were able to respond to the newspaper survey in a number of ways; online, via e-mail, by telephone, by text message, by post, by fax, or by delivering their response to a One Stop Shop. The intention was to reach and encourage responses from all parts of the community.

4.5 Residents were asked:-

- Whether the Council's five Strategic Plan themes are still the right ones.
- To identify the priorities that the Council should focus more on and those that it should focus less on;
- Whether the Council should continue to keep the Council Tax low.

- 4.6 The results are set out at **Appendix B** and summarised below;
- Residents are supportive of the Council's priorities, in particular those relating to living safely and living well;
  - The top three priorities among residents are increased community safety, safer, cleaner streets and improving education;
  - The large majority of residents who responded said that keeping Council Tax low was important to them.
- 4.7 Members will need to take account of the results of these consultations in allocating resources and recommending the total budget requirement and Council Tax for 2006/07.

## **5. COMMITTED GROWTH 2006/2007- 2008/2009**

5.1 Committed growth is additional spending that, for all practical purposes, is unavoidable. It includes new statutory requirements, responsibilities transferred from the Government and other bodies, new taxes and demand led growth (which arises when there is an increase in the number of clients requiring statutory services).

5.2 All bids for committed growth have been reviewed collectively by the Chief Executive and Corporate Directors and the following working definition has been applied:-

“Where the Council has discretion over whether it incurs the expenditure, then this should not be regarded as committed growth, regardless of the impact on service performance.”

5.3 Committed growth bids total £10.856m as set out in the table below. A more detailed summary is shown at **Appendix C1**. Cabinet is asked to consider whether to provide funding for these committed growth bids in 2006/2007 and note the implications for 2007/2008 and 2008/2009

<b><u>Committed Growth</u></b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<i>Social Services</i>	6,218	7,468	8,326
<i>Environment &amp; Cultural Services</i>	975	1,739	1,908
<i>Corporate</i>	3,663	4,663	5,963
<b><i>Total Committed Growth</i></b>	<b>10,856</b>	<b>13,870</b>	<b>16,197</b>

5.4 Details of each committed growth submission are attached at **Appendix C2**.

## Inflation

- 5.5 In considering the Financial Outlook and Review at its meeting in August 2005, Cabinet was advised that the estimated effect of pay and price increases in 2006/07 would be £5.885m. This figure has now been re-examined to take account of the most recent information, and it is now recommended that a provision of £6.152m is included in the budget.

## **6. EFFICIENCY SAVINGS**

- 6.1 The Financial Outlook and Review projected a tightening financial position for the Council for 2006/07 and beyond, principally as a consequence of planned reductions in overall public spending announced in the Government's 2004 Spending Review. This would result in significantly lower Government grant increases than had been experienced in recent years. At the same time the Council would continue to face significant and largely unavoidable spending pressures. The Gershon Review reinforced this position signalling the need to fund new spending pressures from existing resources and setting an annual efficiency target for the Council of £6.4m for a three year period. In addition, half of the total target has to be in the form of cashable efficiencies, i.e. budget savings.
- 6.2 Against this background Cabinet agreed a budget strategy which sought to maximise efficiency savings, established Directorate targets in excess of the minimum Gershon requirements ('stretch' efficiency targets), and required officers to plan on the basis of no net growth and the expectation that unavoidable cost pressures would need to be funded by redirecting resources. In particular, Cabinet requested officers to identify cashable efficiency savings to meet a 2% target, coupled with an additional 2% for non-cashable efficiencies.
- 6.3 The target for each Directorate together with the savings identified is shown below. A more detailed summary is included as **Appendix D1** and details of each efficiency saving identified by Directors are provided in **Appendix D2**. Figures for 2007/08 and 2008/09 are indicative.

<b><u>Cashable Efficiency Savings</u></b>	<b>Savings Target</b>	<b>Efficiency Savings Identified</b>		
	<b>2006/07</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<i>Education</i>	408	408	408	408
<i>Social Services</i>	866	1,814	1,916	1,921
<i>Environment &amp; Culture</i>	1177	1,177	1,883	2,268
<i>Development &amp; Renewal</i>	71	71	144	218
<i>Housing GF</i>	133	133	269	678
<i>Chief Executive's</i>	429	535	987	1,411
<b>Total Efficiencies</b>	<b>3,084</b>	<b>4,138</b>	<b>5,607</b>	<b>6,904</b>

- 6.4 The following non-cashable efficiencies have also been identified. These largely represent productivity gains enabling the delivery of more outputs or better outcomes at current levels of cost. Non-cashable efficiency gains do not therefore contribute to the Council's budget strategy, but do count towards the Gershon target. A more detailed summary of the non-cashable efficiency savings is shown at **Appendix E**.

<b><u>Non-cashable efficiency savings</u></b>	<b>Savings Target 2006/07</b>	<b>Efficiencies Identified 2006/07</b>
	<b>£000</b>	<b>£000</b>
<i>Education</i>	408	833
<i>Social Services</i>	866	850
<i>Environment &amp; Culture</i>	1,177	2,657
<i>Development &amp; Renewal</i>	71	30
<i>Housing GF</i>	133	-
<i>Chief Executive's</i>	429	513
<b>Total</b>	<b>3,084</b>	<b>4,883</b>

- 6.5 Overall, the budget process has successfully delivered efficiency savings in excess of the Council's Gershon target for 2006/07.

## **7. HOUSING STOCK REDUCTION - IMPLICATIONS FOR THE GENERAL FUND**

- 7.1 The Council is progressing Housing Choice as the best means of generating the investment required in its housing stock and meeting Government targets for achieving the Decent Homes Standard.
- 7.2 Resultant stock transfers, together with the cumulative effect of stock reductions due to Right to Buy sales and consequent housing subsidy adjustments, mean that the turnover of the Housing Revenue Account (HRA) will reduce significantly over the next few years.
- 7.3 This will also have an impact on the finances of the General Fund, through the loss of economies of scale and the impact on corporate and support functions that currently provide services to both the General Fund and HRA. These functions will, as far as possible, need to reduce costs to reflect the reduced turnover of the HRA, although an element of residual cost is likely to remain. Transitional costs are also likely to be incurred in the initial years. These effects are proportionate to the actual and expected gains from the Housing Choice programme.
- 7.4 The Council has been planning for some time to accommodate these changes at both service and corporate level, and has recognised the impact on its medium term financial strategy by establishing a recurrent earmarked provision of £5m in its General Fund budget to fund both the transitional and ongoing costs.
- 7.5 Given that a number of stock transfers have recently been completed and there have been further ballots in favour of transfer, the budgetary impact will reach a material level in 2006/07, and HRA funding for the relevant services is projected to reduce by £3.696m.
- 7.6 Compensating savings will arise in a number of ways. Some of the affected services will be able to reduce in size as a direct consequence of a proportionate reduction in workload, while others will deliver the relevant services in new ways resulting in efficiencies. A number also expect to generate additional trading income. The exact position varies with the nature of the service being provided and the extent to which the costs of that service are fixed or variable in nature.
- 7.7 Officers have examined the detailed position for each of the affected services and have identified savings from workload reduction, efficiency measures and income generation totalling £1.902m in 2006/07 and provisionally £3.461m in 2007/08. Details are set out at **Appendix F2**. The balance of funding will be met from the earmarked provision described above.
- 7.8 The net impact is most significant for the following services and it is recommended that officers should continue to explore options for cost reduction in these areas:-

- Democratic renewal and engagement
- Environmental services
- Crime reduction services
- Human resources

7.9 The overall position for 2006/07 is summarised in the following table:-

<b><u>Housing stock reduction – General Fund impact</u></b>	<b>2006/07</b>
	<b>£000</b>
<i>Existing General Fund budget provision</i>	5,000
<i>Savings from workload reductions, efficiency savings and income generation</i>	1,902
	6,902
<i>Less: Projected reduction in HRA funding</i>	3,696
<b><i>Uncommitted provision</i></b>	<b>3,206</b>

## **8. FINAL FORMULA GRANT SETTLEMENT**

8.1 As reported to Cabinet on 11<sup>th</sup> January, the provisional Formula Grant settlement for 2006/07 is £205.487 million. An additional one-off payment of £0.129m will also be made in 2006/07 in respect of amendments to the previous two years' settlements.

8.2 The final Formula Grant figure has not been received at the time of finalising this report. It is anticipated that the figure will be available by the time Cabinet meets. Depending on the timing of the announcement, details of the final figures will be provided either in the form of an addendum to the report, or at the meeting.

## **9. MEDIUM TERM FINANCIAL PROJECTION**

9.1 The development of the 2006/07 budget has taken place within the context of a longer term service and financial planning process. The Financial Outlook and Review reported to the Cabinet on 3rd August identified the financial pressures facing the Council in the medium term and projected the level of resources that would be available to meet them.



- 9.2 Subsequently, all budget options have been considered in the context of current service performance and direction of travel, and have been evaluated against a range of financial and non-financial information including unit costs, benchmarking data and VFM profiles; residents, user and staff consultation and feedback; core performance indicators and audit and inspection reports; and national and local change drivers.
- 9.3 This approach is designed to ensure that:-
- A forward looking financial forecast influences the development of service plans
  - Service plans identify the financial consequences of proposed actions, including the resource implications associated with achieving the objectives set out in the Strategic Plan.
  - Financial plans allocate resources to address changing community needs and priorities.
  - Resources are directly related to performance improvement in order to maximise value for money.
  - Service and financial plans address key risks to budgets and performance.
- 9.4 Budget options for 2006/07 were largely drawn from the Financial Outlook and Review work reported earlier in the financial year. The detailed budget process has involved refinement of the costs of pressures and options identified. This work, together with the implications of Government grant announcements and the impact of Cabinet decisions in January have been incorporated into an updated medium term financial projection. This is set out in **Appendix G** [to follow]. Figures for 2007/08 and 2008/09 are projected and decisions on these will be taken as part of future budget rounds.
- 9.5 The projection carries some health warnings. In particular:-
- There is a tendency for cost pressures to be understated as new responsibilities and issues emerge over the lifetime of a forecast.
  - As set out elsewhere in the report, the authority is required to deliver a target for Gershon efficiencies of at least 2.5% per annum up until 2007/08. Indications are that, at the end of that period, new, more stretching targets are likely to be set. The medium term financial projection mirrors this position and identifies a need to continue to set stretch targets for efficiency savings. At this stage these targets are considered to be challenging but not unattainable.
  - Financial projections are particularly sensitive to assumptions about Government Grant which finances 77% of the General Fund budget requirement. In this context the Government's introduction of multi-year grant settlements is particularly welcome.

## Formula Grant

- 9.6 This year's Local Government Finance Settlement provided provisional Formula Grant figures for the next two financial years. The introduction of multi-year settlements will be of significant assistance to the Council's service and financial planning process. For the first time, the Council should be able to formulate its medium term financial plans with a high degree of certainty over the financial resources available from the Government. The provisional grant figure for 2007/08 is £213.715 million and this is incorporated in the Medium Term Financial Projection. This represents a 4.0% increase over 2006/07 and continues the anticipated trend of lower rates of increase in Government grant.
- 9.7 The Government will conduct its Spending Review (SR) for the period beginning in 2008/09 during 2007. Indications are that this will continue the trend established in 2006/07 towards tighter settlements for local government, as the Government bears down on increases in public spending to ensure compliance with its own rules of financial sustainability. SR 2007 is expected to include a more in-depth review of efficiency in Government departments, and that can be expected to have repercussions for local authorities. In general, a series of tighter settlements is anticipated.
- 9.8 In addition, the 2006/07 Formula Grant settlement reflected changes to the Social Services distribution formula that were detrimental to Tower Hamlets. These are heavily damped in the initial settlement, so that the cash losses are initially minimal, but it is not known how rapidly these damping arrangements will be removed.
- 9.9 The Lyons Review of local government is due to be published in late 2006, and is expected to make recommendations for further changes to local government finance.

## Capital Resources

- 9.10 The authority's revenue budget and its capital programme are closely linked. In policy terms, one supports the other, while in financial terms, there are revenue implications associated with capital investment. Part of the capital programme is directly funded by the revenue budget, while any borrowing undertaken by the authority impacts on revenue through the costs of interest and debt repayment.
- 9.11 The resources available to fund the capital programme are expected to reduce over the next few years. This arises from changes to the rules governing the right to buy Council housing as well as the ongoing reduction in the Council's housing stock. Key strategic decisions will need to be made in setting the capital programme for 2007/08 as to how to address this issue, and one option would be to provide more funding through the revenue budget, providing it is shown to be affordable and sustainable. The Medium Term Financial Projection as yet makes no assumptions on any change in strategy.

## Balance Sheet Forecast

- 9.12 The Medium Term Financial Projection includes a summary balance sheet which provides forecast financial information on key asset values, liabilities and reserves for the forthcoming period. The forecast reflects the recommendations made in this report and current capital spending forecasts as previously reported to Cabinet, and prudential borrowing limits proposed elsewhere on this agenda,

## Other Resources

- 9.13 The authority successfully completed its first Local Public Service Agreement (LPSA) in March 2005. Following audit, LPSA Reward Grant totalling £7.634m has been claimed in respect of 12 of the 13 stretch targets. Cabinet, in May 2005, allocated £2.256m of the total for Local Priority Schemes; this leaves up to £5.378m still to be allocated. The funding is not ring-fenced to any particular service, but since the Reward Grant is a one-off allocation of funding, it can only prudently be applied to time-limited expenditure items.
- 9.14 The authority is waiting to hear whether it will receive an allocation of funding under the Local Authorities' Business Growth Incentive (LABGI) Scheme. This scheme provides additional funding to authorities where the growth in the non-domestic taxbase over the year exceeds the historic trend, as an incentive to authorities to take a proactive approach to economic development. The recent history of Tower Hamlets involves a high level of business growth, and it is not anticipated that growth in the taxbase over the last year will have exceeded this historic trend. No LABGI allocation is therefore expected in 2006/07.

## **10. BUDGET RISK: RESERVES, CONTINGENCIES & RISK MITIGATION**

- 10.1 Cabinet on 11<sup>th</sup> January 2006 gave initial consideration to budget uncertainty, risk and levels of reserves. Cabinet resolved to examine these issues again at this meeting in conjunction with the other key budget decisions and in the context of delivering a sustainable medium term financial strategy.
- 10.2 **Appendix H** sets out the position on reserves and balances to take account of the latest information. It also sets out the planned use of the Council's earmarked reserves and highlights the extent to which they are available to support the medium term financial strategy.
- 10.3 **Appendix I** identifies a number of items which have potential cost implications in excess of any provision included in the 2006/07 budget and which need to be considered in assessing the adequacy of financial reserves or the need for a corporate contingency within the overall budget requirement.

- 10.4 The Audit Panel and the Corporate Management Team receive quarterly reports on the key strategic and corporate risks impacting on the Authority. Senior Finance Officers have evaluated these risks to assess their potential financial impact and identify how they should be reflected in the Council's financial planning. Three categories of financial risk are identified:
- Where the implications would be accommodated within existing financial provisions, such as directorate budgets or earmarked reserves.
  - Where specific risk financing arrangements are in place, such as those covered by insurance.
  - Those which need to be taken into account at a corporate level as part of the budget process.
- 10.5 Issues which fall into the final category include:-
- Business continuity issues, such as systems breakdowns, contractor failure or loss of a key administrative building.
  - Risks associated with large-scale projects.
  - Risks associated with the implementation of legislation and guidelines.
  - Strategic financial risks, including changes in budgetary assumptions, overspends and major financial control failures
- 10.6 **Appendix I** sets out those strategic and corporate risks (drawn from the Council's risk register) which would be likely to have a financial impact if they were to materialise, together with the key risk areas in service/Directorate budgets and associated mitigating measures.
- 10.7 There are three ways in which risks can be dealt with within the budget;
- By having regard to risks in setting levels of general balances and earmarked reserves
  - Through setting aside specific contingencies within the budget for allocation during the year as and when required.
  - By funding specific risk mitigation programmes with the aim of reducing the potential financial impact on the Council in the future.
- 10.8 These approaches can be thought of in a hierarchy:-
- General balances are used in the main to cover unknown and unforeseen eventualities.
  - Earmarked reserves are set aside for specific issues that are more likely to occur, but where the financial impact and the timing is uncertain.

- Contingencies are used for risks that, if they arise, are almost certain to materialise during the next budget year.
  - Funding of risk mitigation measures is appropriate for large and relatively certain risks, where it can be shown that allocating funding is likely to prevent larger risks from developing later.
- 10.9 Officers have reviewed the schedule of risks reported to Cabinet in January and recommend that risk mitigation measures are adopted and funded in respect of the following two risks:-
- Delivery of the Olympic legacy
  - Programme & asset management
- Details of these proposals are set out at **Appendix J**. The associated cost totals £550,000 which it is recommended should be included within the budget for 2006/07.
- 10.10 Having regard to the potential for volatility in the medium term financial outlook, the time-limited nature of the Collection Fund surplus (paragraph 12.5), and the strategic financial risks highlighted in this report, it is recommended that Cabinet seeks to maintain general reserves at between 5% and 7.5% of non-schools service spending. This broadly equates to a target range of £12m to £18m.
- 10.11 A projection of the level of general reserves anticipated as at 31st March 2006 is shown at **Appendix K** and indicates that reserves are currently expected to stand at £13.8m as at 31<sup>st</sup> March 2006.
- 10.12 Against this background and the budget uncertainties highlighted earlier in this report, last year's strategy of replenishing general reserves remains prudent and appropriate. Cabinet is therefore asked to consider continuation of the strategy of replenishing general reserves within the 2006/2007 General Fund budget or making contingency provision to cover remaining budget uncertainties and strategic financial risks.

## **11. BUDGET RISK: ROBUSTNESS OF THE ESTIMATES**

- 11.1 Under Section 25 of the Local Government Act 2003 it is a requirement for the chief finance officer to report on the robustness of the estimates and the budget process. The table below sets out the key strategic budget risks and the principal mitigating measures:-

<b>Strategic Budget Risk</b>	<b>Principal Mitigating Measures</b>
<p>The allocation of resources does not reflect the Council's priorities as set out in the Strategic Plan.</p>	<p>The Council's budget and service planning processes are aligned.</p> <p>Financial plans are developed concurrently with service plans and reviewed against a performance digest that consolidates information on performance and inspection; cost, procurement and value for money; user consultation and feedback; and policy developments and other pressures for change.</p> <p>Annual budget decisions are set in the context of a longer term financial outlook which identifies the resource implications of achieving the objectives set out in the Strategic Plan.</p> <p>All growth and savings options are evaluated for their impact on the Council's key priorities and the Tower Hamlets Index.</p>
<p>Net spending exceeds the approved budget.</p>	<p>There are both service level and corporate budget monitoring procedures in place. Responsibility for monitoring budgets and meeting budget targets is clearly allocated in Financial Regulations to Corporate Directors and Service Heads.</p>
<p>Core assumptions on pay and price inflation are unrealistic.</p>	<p>Corporate budget preparation guidelines are issued during the summer providing common assumptions about pay and price inflation to ensure consistency between service budgets and between the General Fund and the HRA.</p> <p>The assumptions are reviewed and agreed at a Corporate Financial Services Managers' Forum.</p> <p>Directorate budgets are cash limited.</p>
<p>The budget does not incorporate unavoidable cost pressures and known developments.</p>	<p>The medium term financial planning process is now embedded in the Council's strategic management framework and the budget for 2006/2007 has been substantially derived from the Financial Outlook and Review.</p> <p>The Capital Strategy ensures that the revenue impact of capital investment is identified and incorporated in financial plans.</p> <p>There are both service level and corporate budget monitoring procedures. Budget variances in the current year arising from unavoidable cost pressures have fed into the 2006/2007 budget process in the form of committed growth bids.</p>
<p>Savings are not achieved and/or budget growth does not deliver the intended service benefits.</p>	<p>The Council has a process of review of budget options firstly by directorate finance managers and secondly by peers overseen by the Corporate Management Team. In addition, Lead Members have individually and collectively performed a rigorous review role.</p> <p>Savings option are reviewed for eligibility and achievability. The service impact of agreed growth will be monitored as part of the 2006/07 Strategic Plan.</p>

- 11.2 An assessment of the key risk areas relating to individual service budgets has also been undertaken (set out in **Appendix I**) allied to Directorate specific statements of assurance.
- 11.3 Taking account of these measures, the Director of Resources is satisfied that the budget process to date has been sufficiently robust to enable Members to deliver a balanced, sustainable budget.

## **12. FINAL BUDGET AND COUNCIL TAX 2006/2007**

- 12.1 The decisions requested in this report will produce a proposed final budget total for 2006/07. This amount is the Council's "budget requirement" as defined in Section 32 of the Local Government Finance Act 1992. Cabinet is asked to agree and recommend to Council a total budget requirement for Tower Hamlets for 2006/2007.
- 12.2 The total Council Tax for residents of Tower Hamlets comprises:
- ◆ Council Tax set by the London Borough of Tower Hamlets to fund its services, and;
  - ◆ The Council Tax precept for the Greater London Authority (GLA) which includes the Metropolitan Police and London Fire and Emergency Planning Authority (LFEPA).
- 12.3 On 11<sup>th</sup> January, Cabinet approved a Council Tax base for 2005/06 of 75,522. This is the weighted number of properties anticipated to be liable for Council Tax in 2006/07 expressed as a Band D equivalent, and allowing for a collection rate of 97%.
- 12.4 An increase in the Council Tax of £1 thus raises £75,522. Alternatively expressed, a 1% increase in the Council Tax for the Council, excluding the GLA precept (£7.97 at Band D) raises just over £600,000.
- 12.5 It is estimated that the Collection Fund will have a surplus of £4.0m as at 31<sup>st</sup> March 2006 which will be available for distribution between the Council and the GLA. A strategy has been agreed with the external auditor to release the surplus over the next two financial years. On this basis, £1.905m will be allocated to the Council in 2006/07 with progressively lesser sums in 2007/08 and 2008/09. The distribution of the surplus serves to reduce the Council Tax and as it ceases to be available this will have a direct impact on the Council's finances.
- 12.6 Based on the provisional Formula Grant settlement and taking into account the approved Council Tax Base and the contribution from the Collection Fund, the Band D Council Tax associated with different budget levels is shown in the following table:-

<b><u>Table 9.6 – Council Tax Examples</u></b>	<b><i>Budget</i></b>	<b><i>Council Tax</i></b>
	<b><i>£M</i></b>	<b><i>£/Band D</i></b>
◆ No change (0% increase)	267.6	797.28
◆ 2.5% increase ('inflation')	269.1	817.21
◆ 5.0% increase (expected capping limit)	270.6	837.14

- 12.7 These exemplifications use the Formula Grant figure from the provisional settlement and may change, dependent upon the final Formula Grant announcement.
- 12.8 The Mayor of London has been consulting on an increase in the GLA precept of 16.6%, although it is widely expected that the Mayor's final proposal will be below this figure. The increase includes 7.8% to help pay for the 2012 Olympics (equivalent to a £20 Band D Council Tax). The GLA does not plan to consider and approve its budget until 15<sup>th</sup> February 2006. It is not within Tower Hamlets' power to approve or reject the GLA's Council Tax; the Local Government Finance Act 1992 requires only that the Council adds the GLA's Council Tax to its own in order to calculate the total tax liability for residents of the borough. The GLA precept will be incorporated into the report to Council on 1<sup>st</sup> March.
- 12.9 Legislation enables the Deputy Prime Minister to cap local authority budgets which he deems to be excessive. There are two options open to Ministers; either they can require an authority to recalculate its budget for the year ahead, or they can place an authority on notice that its budget will be capped unless it restrains its budget in the following financial year. The powers have been used in the last two years. This year Ministers have announced that they expect to see average Council Tax increases in each of the next two years of less than 5% and that capping action will be taken if there are excessive increases. Members should be aware of the reserve capping powers and Ministers' statements in considering this year's budget requirement and Council Tax.

### **13. COUNCIL BUDGET MAKING MEETING ON 1st MARCH**

- 13.1 On 1st March, Council will receive the recommendations of Cabinet and will make the formal decisions required to agree the General Fund revenue budget and Council Tax for 2006/2007.



13.2 Council will be asked to approve the following:

- a. The budget requirement for 2006/2007;
- b. Detailed budgets for each Directorate (revised estimates for 2005/2006 and budgets for 2006/2007);
- c. The Tower Hamlets Council Tax for band D and for all other bands;
- d. The total Council Tax for the borough (i.e. including the GLA precept) for band D and for all other bands; and
- e. The statutory calculations required under Sections 30 to 36 of the Local Government Finance Act 1992 \*:

*\* Note:* These are the calculations which are made by the Chief Financial Officer in order to translate the decisions of Cabinet into a legal budget and Council Tax.

13.3 At the same meeting the Council will also be asked to approve;

- the prudential indicators relating to capital financing for 2006/07.
- the level of any prudential borrowing to be undertaken in 2006/07.

These matters are covered in other reports on this Cabinet agenda. The proposed budget requirement and the Medium Term Financial Projection included in this report are consistent with the capital funding requirements identified in those reports.

## **14. FINAL TARGETS 2006/2007**

14.1 It is now necessary to make some technical adjustments to Directorate targets which have a neutral effect overall:

### **14.1.1 Asset Rentals**

Asset rentals are notional charges for the use of capital assets. This is a purely internal mechanism; charges to Directorates are credited to the Capital Financing budget and there is no impact on the overall budget requirement.

Asset rental charges are currently being updated and it will be necessary to amend Directorate targets accordingly. This transfer will have no effect on the resources available to Directorates. The budget papers which are submitted to Council for formal approval on 1<sup>st</sup> March will incorporate these adjustments.

### **14.1.2 Support Services**

Local authorities are subject to a Best Value Accounting Code of Practice, the main requirement of which is to show the full cost of services in a standard format, which includes an appropriate allocation of the costs of support services.

Support Services budgets are currently being revised to reflect the budget decisions made by Cabinet on 12<sup>th</sup> January. The budget pages which are submitted to Council for formal approval on 1<sup>st</sup> March will incorporate both the support services recharges and the compensating budget transfers. The effect on Directorates will therefore be neutral.

- 14.2 Cabinet is asked to note that the asset rentals and support services recharges and the compensating budget transfers will be incorporated into budget pages when they are submitted to Council for formal approval on 1<sup>st</sup> March.

## **15. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 15.1 The comments of the chief financial officer have been incorporated into this report.

## **16. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)**

- 16.1 The statutory framework by which local authorities must approve their General Fund revenue budget and Council Tax is prescribed (in the main) by the Local Government Finance Act 1992. Additional requirements are also imposed by the Local Government Finance Act 1988 and the Local Government and Housing Act 1989.
- 16.2 Subsequent Local Government Acts (1999 and 2003) are also relevant to the budget and tax setting process. The 1999 act repealed the previous budget capping legislation and introduced revised powers. The 2003 Act introduced discretion into the award of council tax discounts (mainly in relation to second and empty homes) and imposed requirements on the Chief Finance Officer to ensure that Balances are adequate and estimates are robust.
- 16.3 Decisions on the budget form part of the Council's Budget and Policy Framework and so need to be taken by the full Council. The Council will meet on 2<sup>nd</sup> March to consider and approve the recommendations of Cabinet in relation to the issues set out above. This is within the deadline of 11<sup>th</sup> March imposed by Section 30(6) of the Local Government Finance Act 1992.
- 16.4 Section 33 requires the Council to approve the detailed calculation of its own basic amount of Council Tax for band D with no discounts. Section 36 requires the Council to approve the same calculation for all other bands.
- 16.5 Finally, Section 30 requires the Council to calculate the total Council Tax for each property band. The total Council Tax is the aggregate of the amount calculated (under Section 32) as its own Council Tax plus the amounts calculated by the GLA (under Section 47) as its Council Tax.
- 16.6 The Chief Finance Officer will make the calculations required by statute and will submit them to Council for formal approval.

## **17. EQUAL OPPORTUNITIES IMPLICATIONS**

17.1 Specific comments on workforce to reflect the community, equalities and social inclusion are included in the detailed budget options included with this report.

## **18. ANTI-POVERTY IMPLICATIONS**

18.1 Specific comments on social inclusion and economic impact are included in the detailed budget options included with this report.

## **19. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT IMPLICATIONS (SAGE)**

19.1 There are no specific SAGE implications.

## **20. RISK MANAGEMENT IMPLICATIONS**

20.1 Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks are set out in Section 10 of this report.

## **21. EFFICIENCY STATEMENT**

21.1 Notwithstanding the need to identify savings in order to set a balanced budget, the authority is required to meet an annual efficiency target in response to the Gershon report. The target for 2006/07 is £6.4m, with a further £6.4m required in 2007/08, and at least 50% of this must be met in cashable efficiencies (i.e. budget savings). A further target is expected to be set for the period 2008/09 onwards.

21.2 The best authorities set stretch targets which exceed the Government target, and in agreeing its budget strategy the Cabinet has set minimum cashable targets totalling around £3.1m and minimum non-cashable targets totalling the same amount. In addition Directors were requested to identify opportunities for additional cashable efficiencies to fund unavoidable growth.

21.3 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, Members satisfy themselves that resources are allocated in accordance with priorities and that full value is achieved. The information provided by officers on committed growth and budget options assists Members in these judgements.

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<b>Committee:</b> Cabinet	<b>Date:</b> 8 <sup>th</sup> February 2006	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item No:</b>
<b>Report of:</b> Director of Resources <b>Originating Officer(s)</b> Martin Smith, Director of Resources and Alan Finch, Service Head – Corporate Finance		<b>Title:</b> General Fund Budget 2006/2007 – Budget Requirement & Council Tax <b>ADDENDUM</b>  <b>Ward(s) Affected:</b> N/A		

## 1. **SUMMARY**

This addendum to the report on the Budget Requirement & Council Tax updates Cabinet on;

- the announcement on 31<sup>st</sup> January of the final Formula Grant Settlement for 2006/07 and provisional figure for 2007/08.
- the level of Waste Performance & Efficiency Grant allocated to the authority.
- the Mayor of London's final budget proposal to the London Assembly.

## 2. **RECOMMENDATIONS**

Cabinet is recommended to:

With Regard to the Original Report

### ***Budget Consultation***

- 2.1. Consider any comments or recommendations of the Overview and Scrutiny Committee.
- 2.2 Consider the outcome of the various consultations carried out in relation to this budget as set out in Section 4.

### ***Committed Growth & Inflation***

- 2.3 Consider the proposals for committed growth set out at Section 5 and **Appendix C** and :-
  - 2.3.1 Approve the committed growth items to be funded in 2006/07; and
  - 2.3.2 Note the financial implications for the Council in 2007/08 and 2008/09.
- 2.4 Agree an updated figure for inflation of £6.152m as set out in paragraph 5.5.

### ***Efficiency Savings***

- 2.5 Consider the efficiency savings set out at Section 6 and **Appendix D**, and:-
- 2.5.1 Agree a package of savings for implementation in 2006/07; and
- 2.5.2 Note the indicative additional efficiency savings in 2007/08 and 2008/09.

### ***Housing Stock Reduction***

- 2.6 Note that, as a result of housing stock reduction, the level of HRA funding for General Fund services is projected to reduce by £3.696m in 2006/07.
- 2.7 Agree compensating savings arising from workload reductions, efficiency and income generation totalling £1.902m as set out in paragraph 7.7 and **Appendix F**.
- 2.8 Agree to apply £1.8m of the earmarked provision in 2006/07 and note that £3.206m remains uncommitted (paragraph 7.9).
- 2.9 Note that officers will continue to explore options for cost reduction in those corporate and support services where the impact is most significant.

### ***Medium Term Financial Projection***

- 2.10 Approve the medium term financial projection for 2006-2009 as set out in Section 9 and **Appendix G** (to follow).

### ***Budget Risk: Reserves, Contingencies & Risk Mitigation***

- 2.11 Note the:-
- a. Review of reserves as set out in paragraph 10.2 and further detailed in **Appendix H**.
- b. Strategic budget risks and assessment of the robustness of the estimates set out in Sections 10 and 11 and **Appendix I**.
- 2.12 Approve risk mitigation measures totalling £0.550m (paragraph 10.9 and **Appendix J**).
- 2.13 Consider the continuation of the strategy of replenishing general reserves, or making contingency provision within the General Fund revenue budget to cover remaining budget uncertainties and strategic financial risks (paragraph 10.12).

### ***Budget and Council Tax 2006/07***

- 2.14 Recommend to Council a total budget requirement and Council Tax for Tower Hamlets for 2006/07 (Section 12).

### ***Target Adjustments and Technical Resolutions***

- 2.15 Note the target revisions relating to asset rentals and the adjustments for support service charges discussed in Section 14.

#### With Regard to the Addendum Report

- 2.16. Note the final Formula Grant figure for 2006/07 announced by Ministers, and the provisional figure for 2007/08 and take this into account in recommending a budget requirement and Council Tax for approval by the Council.
- 2.17. Note the allocation of Waste Performance & Efficiency Grant to the Council for 2006/07 and 2007/08 and consider how it should be applied in the budget.
- 2.18. Note the Mayor of London's final budget and precept proposals to the London Assembly.

### **3. FINAL FORMULA GRANT SETTLEMENT**

- 3.1. The final Formula Grant settlement for 2006/07 was announced on 31<sup>st</sup> January 2006. The details of the consultation figures were reported to Cabinet on the 11<sup>th</sup> January.
- 3.2. The final announcement confirmed the main points of the Minister's consultation announcement in December.
- National increase in Formula Grant 3.0%
  - Increase in specific grants 5.1%
  - Overall increase in grant funding 4.5%

These are the same as the figures in the consultation, with the exception that due to minor changes in the overall totals, the national increase in Formula Grant, which was previously rounded up to 3.1%, is now rounded down to 3.0%.

- 3.3. A summary of the settlement and comparison with adjusted 2005/06 and consultation 2006/07 figures for Tower Hamlets is provided at **Appendix L**.
- 3.4. As reported in January, the 2006/07 settlement reflects two major changes in the grant system.
- Funding for schools is now entirely excluded from Formula Grant and is subject to a separate Dedicated Schools Grant.
  - The system of Formula Spending Shares has been abolished and replaced with a new Four Block Model. Under the new arrangements, the Government no longer announces an overall share of local government spending for each authority (Formula Spending Share) or an Annual Notional Council Tax figure. The Government felt that these figures were too often used as targets by local authorities.

- 3.5 The Formula Grant is now directly calculated using the Four Block Model which is set out in more detail at Appendix L. Tower Hamlets' final Formula Grant for 2006/07 is £205.777m, which is £0.290m more than in the consultation. This change is attributable to minor adjustments to the national control totals. The increase in Formula Grant in real terms from 2005/06 to 2006/07 is £6.172m (3.1%).
- 3.6 The 2006/07 settlement also includes provisional figures for 2007/08. This is a major step forward, as it allows authorities to plan with greater certainty than ever before. The provisional Formula Grant for 2007/08 is £213.822m, which is £0.108m more than the consultation. The provisional grant figure is an increase of 3.9% over 2006/07, compared with 4.0% based on the figures in the consultation. These figures are also set out in more detail at **Appendix L**.
- 3.7 The table at paragraph 12.6 of the main Cabinet report sets out the total budget associated with different levels of Council Tax. An updated version of the table adjusted for the final settlement is set out below:

<b><u>Table – Council Tax Examples</u></b>	<b><i>Budget</i></b>	<b><i>Council Tax</i></b>
	<b><i>£M</i></b>	<b><i>£/Band D</i></b>
◆ No change (0% increase)	267.9	797.28
◆ 2.5% increase ('inflation')	269.4	817.21
◆ 5.0% increase (expected capping limit)	270.9	837.14

#### **4. WASTE PERFORMANCE & EFFICIENCY GRANT**

- 4.1. The Department for the Environment, Food and Rural Affairs (DEFRA) has announced allocations of Waste Performance & Efficiency Grant (WPEG) for local authorities for 2006/07 and 2007/08. The figure for 2006/07 is £0.620m, which is an increase of £0.395m over 2005/06. The figure for 2007/08 is £0.650m, which is further increase of £0.030m. The grant comes to an end after 2007/08.
- 4.2. The grant is targeted at local authorities for waste management purposes but is not ringfenced. A committed growth bid in respect of waste disposal costs totalling £0.573m is included in the papers circulated with the main budget report. Cabinet could use the additional grant to offset these costs or apply the funding for further investment in waste management.



## 5. GREATER LONDON AUTHORITY PRECEPT

- 5.1. The Mayor of London's original budget proposals for 2006/07 are set out in the substantive report. The Mayor has now submitted final proposals to the London Assembly. These propose a Council Tax precept of £288.61 at Band D, which is an increase of £33.99 or 13.3% over 2005/06. This would be an increase of 3.2% in the headline Council Tax levied in Tower Hamlets. Approximately £20 of the Mayor's proposed increase (7.8%) is related to the agreed financial contribution to the Olympics and Paralympic Games. The London Assembly meets on 15<sup>th</sup> February 2006 to consider the proposals and any changes will be reported to Council on 1<sup>st</sup> March.

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### LOCAL GOVERNMENT ACT 2000 (SECTION 97)

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

Brief description of "background papers"	Tick if copy supplied for register	If not supplied, name and telephone number of holder
Budget files held in Corporate Finance, 5 <sup>th</sup> floor, Mulberry Place		Martin McGrath 020-7364-4645
<i>Detailed Budget pages for all services have been lodged with the Cabinet Secretary and placed in the Majority and Minority Group offices prior to the meeting.</i>		

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Provisional Budget Target 2006/07

Appendix A

	Provisional Targets 2006/07 £000	Adjustments approved 11th January 2006			Provisional Targets 2006/07 (Agreed at Cabinet 11/1/06) £000
		Reverse one-off funding for Street Cleaning initiatives £000	Procurement savings:waste collection & street cleaning contract £000	Specific grants transferred to Formula Grant £000	
<b>Service Budgets</b>					
Education					
- Schools	15,177				15,177
- LEA	24,873				24,873
	40,050				40,050
Social Services	103,097			1,230	104,327
Environment & Culture	80,138	(750)	(800)		78,588
Development & Renewal	4,997				4,997
Housing General Fund	6,936				6,936
Chief Executive	25,667				25,667
Corporate/Capital	(5,146)				(5,146)
<b>Total</b>	<b>255,739</b>	<b>(750)</b>	<b>(800)</b>	<b>1,230</b>	<b>255,419</b>
<b>Payments to/from Balances</b>					
Parking Control Reserve	(2,510)				(2,510)
Housing Choice Earmarked Reserve	5,000				5,000
E-Govt Loan Repayment	689				689
Insurance Fund Earmarked Reserve	500				500
General Balances	2,000				2,000
<b>BUDGET REQUIREMENT</b>	<b>261,418</b>	<b>(750)</b>	<b>(800)</b>	<b>1,230</b>	<b>261,098</b>

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## Results of Budget Consultation Undertaken in January 2005

### 1.0 Method

The resident panel is a representative sample of the wider community in Tower Hamlets. A postal questionnaire was mailed to panel members at the beginning of January. One week later panel members were telephoned for their responses. This enabled residents to consider the priority list before offering a response.

At the same time, questionnaires were posted on the Council's website and published in local English language and Bengali newspapers, including East End Life. Responses to the newspaper questionnaire were invited by post, e-mail, telephone, text message, fax or personal delivery to a One Stop Shop.

The first part of the survey asked residents to indicate, in relation to five priority areas, their view as to whether these should be priorities for the Council.

The second part of the survey asked people to identify three things from a list that they thought the Council should concentrate more on improving, and three things they should concentrate less on.

Part three asked residents to give their view as to whether the Council should continue to keep the Council Tax low.

1,156 responses were received by the various media, with the majority coming from Residents' Panel survey.

### 2.0 Results

#### 2.1. The Right Priorities?

In relation to views on the top priorities, the following views were put forward;

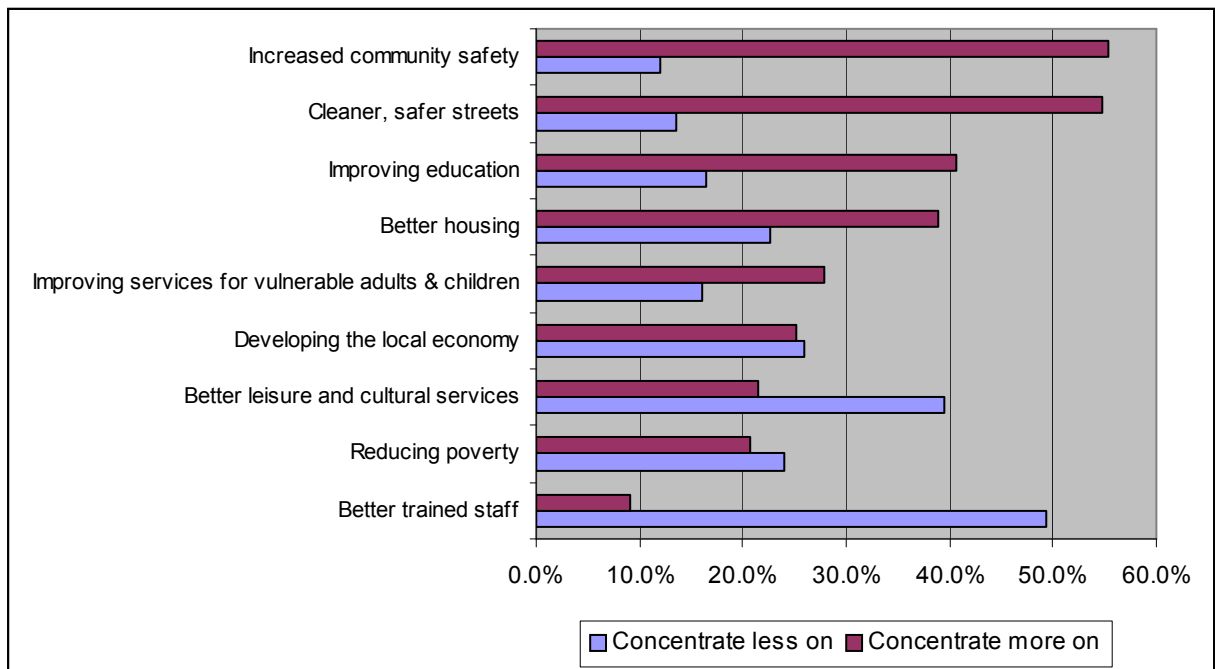
<b>A better place for.....</b>	<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>Yes/ No Balance</b>
...living safely	93.2%	3.8%	3.0%	+89.4%
...living well	90.1%	4.8%	5.1%	+85.3%
...learning, achievement & leisure	88.0%	6.2%	5.8%	+81.8%
...creating & sharing prosperity	80.9%	10.2%	8.9%	+70.7%
...excellent public services	88.8%	6.7%	4.5%	+82.1%

The results show on balance strong support for all of the priorities, with the strongest support shown for priorities for living safely and living well.

2.2. Preferred Priorities?

Overall the three priority areas that respondents would like the council to focus more resources on next year are:

- Increased Community Safety
- Cleaner, Safer Streets
- Improving education



These are the same three main priorities as were identified in budget consultation for 2005/06, although increased community safety is now relatively stronger compared with safer, cleaner streets. This response is also broadly consistent with the Annual Residents' Survey.

2.3. Council Tax

In answer to the question, 'Is it important to you that Council Tax in Tower Hamlets remains low?', 81.6% of people answered that it was important that it should. 13.1% of people said that it was not important to them.

**Summary of Committed Growth  
2006/07 to 2008/09**

**Appendix C1**

Ref	Description	Service Area	2006/2007 £000	2007/2008 £000	2008/2009 £000
<b>SOCIAL SERVICES</b>					
GRO/SS/01	Growth in Commissioning Budget (Section 23)	Childrens Services	650	1,000	1,000
GRO/SS/02	Private Fostering	Childrens Services	82	82	82
GRO/SS/03	Reviewing Short Breaks	Childrens Services	52	52	52
GRO/SS/04	Home Care: expanded role and duties as part of Single Status implementation	Adults Division	55	55	55
GRO/SS/05	Home Care – increase in demand	Adults Division	760	760	760
GRO/SS/06	Learning Disabilities Commissioning Budget	Adults Division - Learning Disabilities	1,986	2,836	3,694
GRO/SS/07	Cost pressures in residential and nursing home care for Adults Mental health	Adults Division –Mental health	676	676	676
GRO/SS/08	Single Assessment Process for Older People	Strategic Services	74	74	74
GRO/SS/09	Child Protection Cases	Children's Services	150	150	150
GRO/SS/10	Disabled Children - Section 17 Growth in Care Packages	Children's Services	200	250	250
GRO/SS/11	Safeguarding Children Grant	Children's Services	1,533	1,533	1,533
<b>Total Committed Growth_Social Services</b>			<b>6,218</b>	<b>7,468</b>	<b>8,326</b>
<b>ENVIRONMENT &amp; CULTURE</b>					
GRO/EC/01	Transportation, Treatment and Disposal of Waste	Street Management	573	1,187	1,356
GRO/EC/02	Parks Maintenance Contracts	Parks & Play Services	150	300	300
GRO/EC-ED/03	Implementation of the Idea Store Strategy – Canary Wharf	Idea Stores	252	252	252
<b>Total Committed Growth_Environment &amp; Culture</b>			<b>975</b>	<b>1,739</b>	<b>1,908</b>
<b>CORPORATE</b>					
GRO/COR/01	Pensions	Pensions	1,300	2,600	3,900
GRO/COR/02	Council Elections	Legal Services	240	-	-
GRO/COR/03	Best Value Satisfaction Survey	Research and Scrutiny	60	-	-
GRO/COR/04	Implementation of the Idea Store Strategy – Whitechapel Idea Store	Idea Stores	463	463	463
GRO/COR/05	Provision for former ILEA Debt	Resources	1,600	1,600	1,600
<b>Total Committed Growth_Corporate</b>			<b>3,663</b>	<b>4,663</b>	<b>5,963</b>
<b>Grand Total Committed Growth</b>			<b>10,856</b>	<b>13,870</b>	<b>16,197</b>

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**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/01**

<b>TITLE OF ITEM:</b>		Growth in Commissioning Budget (Section 23)		
<b>DIRECTORATE:</b>		Social Services		
<b>SERVICE AREA:</b>		Children's Services	<b>LEAD OFFICER:</b> Dave Hill	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	11,500	650	1,000	1,000
<b>HRH</b>				
<b>Other</b>				
<b>TOTAL</b>	11,500	650	1,000	1,000
<b>DESCRIPTION:</b>				
<p>In line with previous well established work on demography there will be further growth in the number of children in the local population.</p> <p>Tower Hamlets has one of the fastest rising child populations in the country. For some years it has had the highest growth. This is bound to feed through into pressure on the commissioning budget. Increases in the number of children in the local population means increase in numbers of children with whom the service works.</p> <p>This must also be seen within a national context of a still rising number of children looked after (CLA)</p> <p>During last year's budget round, the expectation for demographic growth impact on the commissioning budget was revised down to 18 additional CLA. This has proved to be an accurate reflection of the increased demand. Again this year this growth bid is based on an assumption of 18 extra children. (9 full year cost and 9 half year cost using 2003-4 unit costs)</p> <p>This budget increase also includes the full year effect of the budget growth agreed for 2005-6.</p> <p>Full year effect for growth agreed 2004-5 £300K</p> <p>Additional unavoidable demand led growth for 2005-6 £350K</p> <p>Is this ?:</p> <p><b>Inescapable Growth:</b> <input checked="" type="checkbox"/> <b>Demand-led:</b> <input checked="" type="checkbox"/> <b>Transfer of Specific Grants to FSS:</b> <input type="checkbox"/></p>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/01</b>
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<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>	
<p>The rising number of children in the local population is certain to increase pressure on the commissioning budget. A prediction based on solely on demographic growth would actually indicate an increase of 27-30 children pro rata to the growth in the whole population.</p> <p>The rate of actual increase is very uneven with spurts and troughs of activity. The average across the last 5 years is 18. Currently there are no other known risk factors that would indicate an increased figure.</p> <p>The local authority has no alternative than to look after children who meet the legal criteria. The department continues to develop alternatives to care through preventative family support. However absence of growth would result in the overspending of this budget.</p>	
<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
<b>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</b>	
<p>The unit costs for children looked after continue to fall. They have fallen from £825 per child per week in 2001-2 to £736 in 2003-4.</p> <p>The newer intake of children coming into the system will require a range of placements. Some of these will be older children and some will require placements at the more expensive end of the spectrum.</p> <p>The department continues to work to manage the unit costs of placements downwards. An important part of this is to increase its recruitment of foster carers and adopters. In house family placements as well as meeting children's needs to stay in touch with their local family and friends networks also represent a significant saving to the authority over those placements from independent providers. Each additional in house foster placement represents a saving of £25K annually to the authority.</p> <p>For this reason the recruitment of our own foster carers continues to be a high priority.</p> <p>Maximum effort and resources have been put into services that prevent children coming into the Council's care. In relative terms the number of CLA is very low, when compared to almost all London Authorities and in particular the 'family group' of comparator authorities for Tower Hamlets.</p> <p>Following increases approved in last years budget there is no need for extra social work staff in this year's budget round.</p>	
<b>Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?</b>	
Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/02**

<b>TITLE OF ITEM:</b> Private Fostering				
<b>DIRECTORATE:</b> Social Services				
<b>SERVICE AREA:</b> Children's Services			<b>LEAD OFFICER:</b> Dave Hill	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	85	82	82	82
<b>HRH</b>				
<b>Other</b>				
<b>TOTAL</b>	85	82	82	82
<b>DESCRIPTION:</b> Initial work to meet Private Fostering Requirements				
<p>Unavoidable new responsibilities placed on the authority by legislation</p> <p>Section 44 Children Act 2004 and replacement regulations ( the Children (Private Arrangement for Fostering) Regulations 2005) place four new key requirements on local authorities</p> <ol style="list-style-type: none"> <li>1. Improve the receipt of notifications of private fostering arrangements</li> <li>2. Ascertaining the suitability of private foster carers and their households</li> <li>3. Monitoring arrangements through visits and written records</li> <li>4. Awareness raising in the community and with other agencies</li> </ol> <p>These are quite separate arrangements from the council's own public fostering services. They are governed by different regulations and guidance. This relates to arrangements made in the first instance without reference to local authorities. Following the report of the Climbie enquiry there is now a requirement for local authorities to provide oversight of these arrangements and to take a more proactive approach to identifying arrangements in their area.</p> <p>Money has previously been allocated from the safeguarding grant that the government gave in response to the Climbie report. This paid for two social workers and a publicity budget. Guidance from DFES has subsequently been issued during this financial year. The expectations in this would require meeting 30 national minimum standards that we will be inspected on including the level of visiting outlined below in 1.</p> <p>The initial minimal awareness raising has already identified 25 cases in the Bangladeshi community. We believe that other communities in the borough will have considerable numbers of private fostering arrangements also. Even with low awareness headteachers in particular locally are indicating that they are aware of considerable numbers of private fostering arrangements not known to this service. This is in line with the view of government and research in this area that indicates a large well of currently untapped demand.</p>				

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/02**

All local authorities are statutorily required to publicise and raise awareness of the private fostering requirements with all partner agencies and community groups and faith organisations. We anticipate that once we commence this our numbers will soar.

Other professionals will be key to identifying where these arrangements exist. Spreading awareness amongst those staff such as health visitors, teachers, housing staff is very important, as they are all likely to pick up these arrangements and are required to bring them to authority's attention.

Whilst it is already clear that there is significant demand further will be completed during the year to quantify the levels of demand and to assess the correct levels of services to meet this demand.

This growth bid is for two additional social workers over and above the two social workers currently in post to implement the regulations and do the development work involved - staffing costs of £82K

Is this ?:

**Inescapable Growth:**

**Demand-led:**

**Transfer of Specific Grants to FSS:**

**1. JUSTIFICATION & RISK:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.**

Recently introduced legislation places new requirements on local authorities.

- These include an obligation on those parties making private fostering arrangements to notify the local authority.
- Each arrangement will need an assessment of the suitability of arrangements by the local authority.
- There will also have to be visits 6 weekly in the first year and 12 weekly thereafter for the duration of the arrangement.

The management of the private fostering arrangements have to be reviewed and overseen. The authority will establish a new private fostering panel to approve the private fostering arrangements and to oversee this work.

In addition support must be provided to children where as a result of the private fostering assessment they are deemed to be children in need.

Failure to comply with the regulations is an offence.

To date and without publicity there has already been identified a significant demand in Tower Hamlets in the area of private fostering.

Future years expenditure: - many practitioners think that this area of work is likely to mushroom because there are large numbers of children placed by private arrangement. What is not known is how many of these arrangements will prove unsatisfactory. Many practitioners in this area had serious concerns even prior to Climbe about the unregulated nature of all these arrangements.

Councils will be inspected on how they have raised levels of awareness of this issue and the new requirements in local communities.

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/02**

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<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/02</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

Required by legislation

This is the minimum initial funding.

A value for money review will be done after six months to assess the demand and the work done and to develop appropriate proposals to deal with the requirements in the most cost effective way.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/03**

<b>TITLE OF ITEM:</b>		Reviewing Short Breaks		
<b>DIRECTORATE:</b>		Social Services		
<b>SERVICE AREA:</b>		Children's Services	<b>LEAD OFFICER:</b> Dave Hill	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	0	52	52	52
<b>HRH</b>				
<b>Other</b>				
<b>TOTAL</b>	0	52	52	52
<b>DESCRIPTION:</b>	Independent Reviewing of children who have regular short breaks - new requirement			
<p>Unavoidable growth- New Legal Requirement</p> <p>DFES has issued new guidance issued in April 2005 concerning children who are looked after on a regular basis for short breaks. They are required to have their reviews chaired by an independent reviewing officer. This now brings them into line with all other children looked after.</p> <p>Up until now these arrangements have not been reviewed except by social workers and their managers. These arrangements will not satisfy the new legal requirements.</p> <p>The pattern for reviewing follows the same pattern as for children looked after - four weeks after placement then after three months and six monthly thereafter.</p> <p>There are currently 45 children in this grouping of whom disabled children are largest single cohort although the guidance applies to all children.</p> <p>The proposal is for one Independent Reviewing Officer to chair reviews of children subject to short breaks</p>				
<p><b>Is this ?:</b>    <b>Inescapable Growth:</b>    <input checked="" type="checkbox"/>    <b>Demand-led:</b>    <input type="checkbox"/>    <b>Transfer of Specific Grants to FSS:</b>    <input type="checkbox"/></p>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/03</b>
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<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>	
<p>New DFES guidance which specifies that reviews of short breaks must be undertaken by an independent reviewing officer</p> <p>This brings them under the Independent Reviewing Guidance under Adoption Act 2002 for the first time.</p>	
<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
<b>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</b>	
New legislative requirement	
<b>Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?</b>	
Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>



**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/04**

<b>TITLE OF ITEM:</b>	Home Care: expanded role and duties as part of Single Status implementation		
<b>DIRECTORATE:</b>	Social Services		
<b>SERVICE AREA:</b>	Adults Division	<b>LEAD OFFICER:</b>	Christine Oates

**FINANCIAL INFORMATION:**

	Current Budget	Bid		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	4,510	55	55	55
HRH				
Other				
<b>TOTAL</b>	4,510	55	55	55

**DESCRIPTION:**

As part of the proposed Single Status agreement, a new job description has been agreed for the Council's home carers, who will benefit from a significant increase in pay, under which they will carry out an enhanced role and duties. These duties include the administration of medication and the promotion of rehabilitation. To enable and support staff to carry out these new duties, a Nurse Advisor and a Senior Grade Occupational Therapist post, and associated training costs, are currently funded through a Neighbourhood Renewal Strategy project, which has £175k NRS funding to 31.3.06. This bid seeks funding to mainstream the Senior OT post and training costs. The PCT have indicated in principle that they will pick up the funding of the Nurse Advisor or the provision of an equivalent level of support in an alternative way. These posts are essential to support the implementation of the enhanced role. Pick up funding is not sought for the balance of the NRS funding.

Is this ? Inescapable  
Growth:

Demand-led:

Transfer of Specific  
Grants to FSS:

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/04**

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/04**

**1. JUSTIFICATION & RISK:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.**

As part of the proposed Single Status agreement, a new job description has been agreed with the trade unions for home carers. Under this job description, home carers will in future assume responsibility for the administration of medication, within agreed parameters, whereas their current job description restricts their role to prompting service users to take their medication only. The new job description also includes responsibilities for bowel care, including the administration of suppositories, and for gastrostomy feeding. In order to ensure that staff are properly trained and supported in taking on these new duties, it is necessary to employ a Nurse Adviser within the service, to provide ongoing training and support.

This expanded role will reduce duplication and multiple visits for service users, as home carers will be able to undertake some duties previously carried out by the District Nursing service.

The new job description also requires home carers to undertake active rehabilitative work, enabling people to maintain their independence for longer. Additional Occupational Therapy support is required in order to ensure that staff are properly trained and supported in taking on these new duties. The OT post which will be funded if this bid is successful will be responsible for the assessment of the user, the analysis of potential to increase functional abilities and thus independence within the community, the planning and evaluation of the rehabilitation programme, and the training, supervision and support of the home carer who is working with the user.

In total, the NRS funding amounts to £176k. It has funded two nursing posts, an Occupational Therapist, additional home care hours, administrative and running costs, and a significant amount of start up training.

Pick up funding is not sought for the full amount, as the project will by March 2006 have established much of the infrastructure for the ongoing delivery of an enhanced home care service. The total costs of this bid are therefore:

- Senior Grade Occupational Therapist:     £45k
- Training and running costs:               £10k

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/04</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

This small investment will support a radical enhancement of the home care role, providing a modernised service to approximately 1000 users of the in house home care service, maximising their independence and reducing the need for multiple professional visits. It will support improvement in a number of Social Services PAF performance indicators: the number of service users receiving intensive home care, intensive home care as a proportion of all intensive social care, and rates of admission into long term residential or nursing care.

In December 2005, the service was inspected by the Commission for Social Care Inspection It was assessed as meeting all 26 standards inspected, with 'outstanding performance' in meeting service users needs. In the national survey of home care service users undertaken in 2002/3, Tower Hamlets had the highest user satisfaction rates in London. The survey will be repeated in 2005/6.

In 2004/5, unit costs for home care (in house and externally contracted) were, for the first time, in the top band of performance as defined by the Commission for Social Care Inspection. Also for the first time in 2004/5, the unit cost of in house home care was lower than the unit cost of externally contracted home care.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

The investment proposed in this submission is expected to deliver non-cashable efficiencies by delivering more appropriate and higher quality services for a marginal overall increase in cost. The efficiency gain will be measured against the performance indicators described above.

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/05**

<b>TITLE OF ITEM:</b> Home Care – increase in demand				
<b>DIRECTORATE:</b> Social Services				
<b>SERVICE AREA:</b> Adults Division			<b>LEAD OFFICER:</b> Christine Oates	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	4,510	760	760	760
<b>HRH</b>				
<b>Other</b>				
<b>TOTAL</b>	4,510	760	760	760
<b>DESCRIPTION:</b>				
Additional funding is sought to meet increased demand for complex and intensive home care packages.				
<b>Is this ?:</b> Inescapable <input type="checkbox"/> Demand-led: <input checked="" type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/> <b>Growth:</b>				
<b>1. JUSTIFICATION &amp; RISK:</b>				
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>				
<p>Demand for services from the in house home care service has risen sharply. There was a 13.3% increase in the number of hours provided in the first quarter of 05/06, compared to the first quarter of 04/05. This increase is driven, not by an increase in client numbers (which in fact fell over this period), but by an increase in the average size of care packages – from 8.2 hours a week in June 2004 to 10.2 hours a week in June 2005. There is a growing demand for complex care packages to maintain frail and dependent people in the community has continued to rise, often involving two carers. Care packages involving over 40 hours of care a week are now commonplace.</p> <p>The in house service is the provider of choice for most service users. Over time, increased costs in the in house service should be to some extent offset by less use of the independent sector for routine domestic care and fewer admissions to residential care. This effect has not yet however made itself felt. These savings should in 2006/7 compensate for any increased costs over and above the cost pressures already experienced. In addition, action has already</p>				

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been taken to seek to dampen down further growth. This bid does not therefore project further growth. However, growth of £760k is required to absorb the cost pressure which is already impacting on the budget.

The costing of the bid incorporates assumptions valid at the time of writing about the impact of an anticipated Single Status agreement.

<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

In 2004/5, unit costs for home care (in house and externally contracted) were, for the first time, in the top band of performance as defined by the Commission for Social Care Inspection. Also for the first time in 2004/5, the unit cost of in house home care was lower than the unit cost of externally contracted home care. In December 2005, the service was inspected by the Commission for Social Care Inspection It was assessed as meeting all 26 standards inspected, with 'outstanding performance' in meeting service users needs

The service delivers top band performance on both the home care related performance indicators within the PAF framework – the numbers of people receiving intensive home care, and intensive home care as a proportion of all intensive social care. In the national survey of home care service users undertaken in 2002/3, Tower Hamlets had the highest user satisfaction rates in London. The survey will be repeated in 2005/6.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/06**

<b>TITLE OF ITEM:</b>		Learning Disabilities Commissioning Budget		
<b>DIRECTORATE:</b>		Social Services		
<b>SERVICE AREA:</b>		Adults Division – Learning Disabilities	<b>LEAD OFFICER:</b> Clive Turner	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	12,540	1,986	2,836	3,694
<b>HRH</b>				
<b>Other</b>				
<b>TOTAL</b>	12,540	1,986	2,806	3,664
<b>DESCRIPTION:</b>				
Increase in care and support costs due to underlying demographic pressures.				
<b>Is this ?:</b> Inescapable <input type="checkbox"/> Demand-led: <input checked="" type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/>				
<b>1. JUSTIFICATION &amp; RISK:</b>				
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>				
<p>There are two components to this growth bid. The first relates to an unanticipated cost pressure in this year's budget, which at the end of Month 4 projected overspend of 1.1m. £650k of this relates to existing service users, distributed across increased spend on residential care, day care, and Direct Payments. £450k relates to not yet committed but unavoidable expenditure on young people to transfer later this year from children's to adults services.</p> <p>Urgent action has been taken to restrict expenditure but it is still anticipated that there will be an overspend of £800k at the year end, which, if not funded, will roll forward into next year.</p> <p>The second factor is the increased number of young people with severe learning disability transferring from children's to adults services. The number of service users supported by the Learning Disabilities Commissioning Budget increases year on year, as young people who have previously been supported by children's services in education and social care move into adulthood ('young people in transition'), and life expectancy at the other end of the age range</p>				

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also increases. The full impact on the budget in any given year is dependent on whether the young person continues in a full time specialist college placement until they are 19, and the full impact for any cohort in transition can therefore be spread across three financial years.

For the last few years the numbers in transition have been consistently running at 18 to 20 people a year, but during 2005/6, 32 young people will transfer to community care services. There is no clear reason for this 'bulge', and it is not repeated in the cohorts coming up behind. The cost of these additional young people in transition is offset by the numbers of people who die each year but because of the age profile in the borough this is significantly lower at between 3 and 5 a year.

Because the change in responsibility is usually mid year the full effect of this one year bulge in the number of young people in transition will not impact until the financial year 2006/7. In addition to the full year effect in 2006/7 of the 32 people currently in transition, there will also be part year effects next year of the young people who will turn 18 during that year, currently in school years 11 and 12. Young people currently in Years 9 and 10 will generate part year effects in 2007/8 and 2008/9. The effect of the combined pressures is demand led growth in 2006/7 of 1,186k, in 2007/8 of a further 820k and in 2008/9 of a further 858k

An analysis of the costs as they are anticipated to impact on the financial years concerned is outlined below. Young people with learning disabilities may remain at school until the age of 19 ('Year 14' in educational terms). The age at which funding responsibility transfers to adult services varies according to the circumstances of the young person. For some young people, full responsibility transfers at age 18. However, for others who remain at school till 19, full responsibility will not transfer until they leave school. However, some costs (e.g. for holiday time care) will fall to adult services between the 18<sup>th</sup> and 19<sup>th</sup> birthdays. The 2005 / 6 budget includes some funding for young people who will be 18 or more during this year (spread across current school years 12 to 14). The 2006/7 and beyond costs for these years shown in the table below are for the additional costs for those young people only, avoiding double counting.

The estimated impact of the growth in numbers is as follows

<b>Current year</b>	<b>numbers in transition</b>	<b>cost 2006/7 (1000s)</b>	<b>cost 2007/8 (1000s)</b>	<b>cost 2008/9 (1000s)</b>
Overspend 2005/6		800	800	800
year 13/14	32	646	646	646
year 12/13	18	462	580	580
year 11/12	18	128	703	838
year 10/11	19		147	750
year 9/10	estimate 18			150
less estimated reduction in costs due to deaths		-50	-70	-100
	<b>Total</b>	<b>1986</b>	<b>2806</b>	<b>3664</b>

The estimated costs are based on detailed tracking undertaken by the Community Learning Disability Service, in conjunction with the Education Directorate, identifying people from age 14 who may have ongoing community care needs in adulthood. Predicted costs are likely to be



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more accurate for 2006/7 and 2007/8 than for 2008/9, as staff are of course able to better estimate the adult needs of the young people the closer they are to 18 years of age. .

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Item Ref. No: <b>GRO/SS/06</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

Increased costs are in line with national and regional projections. The London Learning Disabilities Strategic Framework published by the Department of Health in Spring 2001 identified cost pressures in all London Boroughs as a result of

- The increase in the numbers of people with complex disability,
- Higher expectations and standards
- The technologies of supporting people resulting in longer life and the survival of people with more complex needs.

The DoH quantified these cost pressures in 2001 as between 500 and 700k per Borough with a greater impact on more deprived Boroughs. 'Pressures on Learning Disability Services', a report commissioned by the Association Of Directors of Social Services and published in October 2005, confirmed ongoing year on year 'large growth' in local authority spending on people with learning disabilities across the country.

The unit cost of residential and nursing care for people with learning disabilities, with effect from 2004/5, is no longer a published PAF indicator, and direct comparison of Tower Hamlets' performance with other authorities is not possible. However, on the basis of the previous bandings issued by the Commission for Social Care Inspection, the Tower Hamlets figure for 2004/5 of £937 per week would be in the top band of performance. The cost of intensive social care for all adult user groups is a published indicator, although the comparative information will not be available until later in the year. Again Tower Hamlets is within the top band of performance as defined by CSCI, and the unit cost only increased by 2% between 2003/4 and 2004/5, against a national Personal Social Services inflation rate of over 5%.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

The increase in demand will be managed within existing staffing resources.

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/07</b>
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<b>TITLE OF ITEM:</b>	Cost pressures in residential and nursing home care for Adults Mental health		
<b>DIRECTORATE:</b>	Social Services		
<b>SERVICE AREA:</b>	Adults Commissioning –Mental health	<b>LEAD OFFICER:</b>	Cheryl Spencer

**FINANCIAL INFORMATION:**

	Current Budget	Bid		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	3100	676	676	676
HRH				
Other				
<b>TOTAL</b>	<b>3100</b>	<b>676</b>	<b>676</b>	<b>676</b>

**DESCRIPTION:**

Additional funding is sought to meet demand for residential and nursing home placements for adults with mental health needs

Is this ? Inescapable

Demand-led:

Transfer of Specific Grants to FSS:

**1. JUSTIFICATION & RISK:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.**

There has been a very significant rise in both the number and the average cost of admissions to residential or nursing home care of adults of working age with mental health problems.

During 2003/04 there were 26 new placements into residential or nursing care, at an average cost of £637 per week. Of these, 38% cost £500 a week or less; 35% cost between £501-£800 a week; 8% cost between £801 and £1000 a week; and 19% cost over £1000 a week.

During 2004/05 there were 34 new placements, at an average cost of £1,070 a week. There were no placements under £500 a week. 41% cost between £501 and £800 a week; 27% between £801 and £1000 a week; and 32% cost over £1000 a week.

Cost pressures continue to intensify. In the first quarter of 2005/6 there were 9 new placements, of which 30% cost over £1000 a week.

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The full year effect of this increase in activity and cost has generated an underlying cost pressure on the mental health commissioning budget which would, if grant carried forward from 2004/5 were not available to meet some of the deficit, lead to a projected overspend for 2005/6 of £1.176m.

Since 2001, the NHS has been unwilling to enter into any joint funding arrangements for mental health care, although a Government circular issued in 2001 made clear that such arrangements should be considered where care packages were meeting both health and social care needs. Following the agreement of revised NHS Continuing Care criteria agreed by the Strategic Health Authority in May 2005, The East London and City Mental Health Trust has agreed to an initial contribution £500k towards this budget, and a robust process for considering appropriate cases for joint funding in the future. This reduces the underlying overspend to £676k.

The overspend in 2005/6 will be reduced by the allocation of £500k of carried forward grant to this budget for 2005/6. However, this funding is non-recurrent, and it would not be possible to avoid an equivalent overspend in 2006/7 without growth in the budget.

Net numbers in residential care at any one time has in fact until very recently remained fairly stable at around 100 people, as the number of people leaving residential care has broadly balanced the number of new admissions. The placements ending have largely been lower cost, lower support placements from which it has been possible to successfully reintegrate people into the community. The new placements have nearly all been for people with very high level needs, often with a dual diagnosis of mental disorder and substance misuse, or forensic histories. These pressures continue. The net number in placement has recently increased, as of 21.10.05, to 107.

There have also been significant changes in the residential and nursing care market over the past four years. Since the introduction of the Supporting People Initiative and the new National Care Standards (2003) the number of mental health residential care places available locally in the lower price bracket, usually provided by the voluntary sector, has fallen. Within Tower Hamlets this led to the closure of 32 places in 2003, leaving only 13 mental health residential care beds within borough and no nursing care. Much of the lower cost residential provision converted (de-registered) to supported housing schemes. People with medium mental health care needs who may formerly have been placed in residential care are now accommodated within these schemes.

Where growth in the market has occurred, this has been for more intensive specialised provision within the private sector. The requirement for higher qualified and specially trained staff and increased staffing ratios to residents have led to significantly greater costs for the commissioners of care.

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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

Residential care is now a service focused more effectively on people with the highest levels of need. It is anticipated that current work between the Supporting People team and Social Services will continue to improve the capacity, quality and effectiveness of schemes to support people in the community, and in particular will develop the capacity to manage people with multiple needs and progress access to general needs housing with support schemes. In the medium term this should reduce pressure on the residential care budget. All proposed admissions to residential or nursing home care are rigorously scrutinised by a multi-agency Panel.

The unit cost of residential and nursing care for people with mental health problems, with effect from 2004/5, is no longer a published PAF indicator, and direct comparison of Tower Hamlets' performance with other authorities is not possible. The cost of intensive social care for all adult user groups is a published indicator, although the comparative information will not be available until later in the year. Tower Hamlets is within the top band of performance as defined by the Commission for Social Care Inspection, and the unit cost only increased by 2% between 2003/4 and 2004/5, against a national Personal Social Services inflation rate of over 5%.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/08**

<b>TITLE OF ITEM:</b>		Single Assessment Process for Older People			
<b>DIRECTORATE:</b>		Social Services			
<b>SERVICE AREA:</b>		Strategic Services	<b>LEAD OFFICER:</b> Sally Holland/ Andrew Shirras		
<b>FINANCIAL INFORMATION:</b>					
	<b>Current Budget</b>		<b>Bid</b>		
	<b>2005/2006 £000</b>		<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	General Fund		74	74	74
	HRH				
	Other 47 (IIM) 50 (NRF) 86 (Access)				
<b>TOTAL</b>		183k	74	74	74
<b>DESCRIPTION:</b>					
<p>The Department of Health are implementing a long term programme of change within health and social care which will produce greater integration of services. One of the outcomes from this will be the implementation of the Single Assessment Process for Older People (as set out in LAC (2002) 1) under the National Service Framework for Older People.</p> <p>SAP is a common model of assessment for older people, regardless of which organisation is assessing their needs. The development of SAP is being funded by one-off grants during 05/06 (the Social Services Improving Information Management Grant, the NRF and the Adults Social Services Access Grant). These grants will not be available for the operationalisation of this new process.</p> <p>SAP will require an IT infrastructure that facilitates the exchange of client information between Social Services and partner organisations in health. The NHS is implementing a new computer system for all clinical and care recording, called Connecting for Health, a programme that runs until 2010. As part of this programme, the NHS is offering a technical solution for the electronic exchange of SAP data between agencies in a secure way that is integrated with the new NHS system. This system is being provided free by the NHS to Tower Hamlets Social Services. Commercial system suppliers of SAP IT solutions sell these for between £100-200k.</p> <p>This growth bid is for two Single Assessment Process co-ordinators. These new roles are needed for the administration and information governance of the new system. Until 2010 some care records will arrive with Social Services from health partners in paper form. A new member of staff will be required to scan this documentation, store it securely and ensure it is passed to the appropriate teams. A further member of staff will be required for the on-going co-ordination of training, to monitor the flow of assessments between different teams to ensure timely service interventions and to produce performance information</p>					
<p>Is this ?:</p> <p>Inescapable Growth: <input type="checkbox"/> Demand-led: <input type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/></p>					

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/08</b>
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<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>	
See Above	
<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
<b>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</b>	
SAP will result in a reduction in the time taken between assessment, referral and service delivery.	
This is because the administration of the electronic interchange of assessments will speed up the process of information flows between organisations as it will replace paper based flows of information. It will also allow us to capture service user information once and use it many times.	
The SAP IT system has been provided free of charge to Tower Hamlets Social Services by Connecting for Health (the NHS national IT programme). This represents an estimated saving of at least £100k.	
<b>Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?</b>	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
SAP will produce non-cashable efficiency savings across several public sector organisations. A reduction in re-assessments by front line staff will be the direct result from a single assessment taking place. There will also be benefits to the service user because they do not have to undergo several assessments.	



**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/SS/09**

<b>TITLE OF ITEM:</b>	Child Protection Cases		
<b>DIRECTORATE:</b>	Social services		
<b>SERVICE AREA:</b>	Children's Services	<b>LEAD OFFICER:</b>	Dave Hill

**FINANCIAL INFORMATION:**

	Current Budget	Bid		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	0	150	150	150
HRH				
Other				
<b>TOTAL</b>	150	150	150	150

**DESCRIPTION:** Increased legal costs

The increase in legal costs result from higher levels of expenditure on counsel and agency staff in order to deal with greater numbers of Social Services child protection cases and the need for greater proactive input by lawyers following the introduction of the requirements contained in the Judicial Management of Cases Protocol.

Is this ? Inescapable Growth:

Demand-led:

Transfer of Specific Grants to FSS:

**1. JUSTIFICATION & RISK:**

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH****Item Ref. No:  
GRO/SS/09**

The latest figures from the Inner London and City Family Proceedings Court show an increase in care cases for Tower Hamlets from 118 (Jan - Dec 2003) to 156 (Jan - Dec 2004). This is a 24% increase in the volume of work. In the calendar year 03/04 the Council was one of the lowest issuing authorities for care cases but we have now jumped to third highest issuing authority in London after Lewisham and Southwark.

The introduction of the Judicial Management of Cases Protocol in November 2003 has also increased the number of court hearings required for most care cases resulting in increased legal costs for advocates meetings and case management conferences. The Council must comply with the Protocol when taking court proceedings.

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/09</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements

Counsel's fees are already subject to annual tendering for fix fee agreements wherever possible. A specific exercise seeking tenders in respect of child care cases from counsel's chambers is being undertaken. Agency staff are also obtained at preferential rates from preferred provider agencies selected in conjunction with benchmarking partners.

Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?

Yes

No

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

**Item Ref. No:  
GRO/SS/10**

<b>TITLE OF ITEM:</b>		Disabled Children - Section 17 Growth in Care Packages			
<b>DIRECTORATE:</b>		Social Services			
<b>SERVICE AREA:</b>		Children	<b>LEAD OFFICER:</b> Ann Goldsmith		
<b>FINANCIAL INFORMATION:</b>					
		<b>Current Budget</b>	<b>Bid</b>		
		<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	<b>General Fund</b>	120	200	250	250
	<b>HRH</b>				
	<b>Other</b>				
<b>TOTAL</b>	120	200	250	250	
<b>DESCRIPTION:</b>					
<p>The above growth bid reflects an increase in expenditure to the families of children with disabilities. The expenditure relates to children with complex care needs with a high level of dependency. There are many other children with disabilities for whom the council offers no direct support or only on a one off basis.</p> <p>There has been an increase in the numbers of children requiring support and the length of time this support is required for. This has led growth in expenditure from this budget. Among the main reasons are: -</p> <ol style="list-style-type: none"> <li>1. Children with disabilities are living longer. Better medical care and treatment has extended life expectancy</li> <li>2. More children are being supported at home; there has been movement away from institutional support.</li> <li>3. A growth in expectations. Families are more aware of their needs and more able to voice them</li> </ol> <p>Currently the council provides 97 packages of 52 week support to children with disabilities and their families. These are listed below to provide evidence of the range of the payments.</p> <p>48 children receive packages of care under £5,000</p> <p>31 -£5 -10,000 9 - £10 -15,000 3 - £15-20,000 1 - £25 - 30,000 1 - £30- 35,000 1 - £35-40,000 1 - £40-45,000</p> <p>There are 2 other more expensive packages one of £80,000 and one of £74,000</p> <p>Some of these costs represent the child's needs for qualified medical support.</p> <p>There was an increase of 4 additional packages in one month in October 2005</p> <p>In the same month there were in addition 15 payments that represented either short or fixed term packages or one off payments</p> <p>Currently there are 354 children with disabilities with cases open (12% of all children with cases open in Social Services). Of these 159 - 45%are Bangladeshi. 73% are Black or from an ethnic minority.</p> <p>104 - 29% are early years i.e. pre school age .27 of the children are aged 0-1</p> <p>26 Children with disabilities currently receive respite care This is an increase on last year's figures where only three were receiving respite care at the same time of the year.</p> <p>The impact of the integration of services in this area has both channelled demand and raised expectations. The council has achieved the status of serving all children well by ensuring that its services are available by need.</p> <p>In response to increased demand the eligibility criteria are being reviewed to ensure tighter thresholds. Social need has been removed</p>					

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/SS/10</b>
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from the criteria. The council has also cut back on providing escorts. Family members or someone known to the family are now expected to escort the child. Wherever possible children are being directed to inclusive rather than specialist play facilities. 2.5 health care assistant posts have been commissioned through the PCT to reduce expenditure on agency staff. (Agencies charge for a minimum half a day regardless of the actual time needed)

The integrated services for children with disability are looking to revise its commissioning strategy to better manage and predict expenditure.

However it is important to target services to support families to care for their own children. This improves the quality of the child's life and the carers. It is also cost efficient from the council's point of view as the alternative costs are higher.

In particular one growing group are families where parents have a disability and need support where their own children have a disability.

Is this ? Inescapable Growth:

Demand-led:

Transfer of Specific Grants to FSS:

## 1. JUSTIFICATION & RISK:

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.**

The numbers of children with disabilities on the child protection register has fallen due to the integrated services proactive approach to supporting children in their families. In October 2005 there was 1 child only with disabilities on the register. In February 2005 there had been 6.

Any lowering of these payments risks children being unable to be cared for at home. They would then become looked after by the council. The cost of children's placements for disabled children tends to be high because of requirements for medical support and expertise and the levels of supervision required.

## 2. VALUE FOR MONEY/EFFICIENCY

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

The efficiency savings offered up under the Section 23 budget show that unit costs of the placement of children's have fallen (although the numbers of children looked after is rising because of the rise in the numbers of children in the population). This is in part due to efforts to keep children in their own families. In particular in relation to children with disabilities this means offering meaningful support in terms of packages of care and aids and adaptations.

It must always be remembered that squeezing this budget can cause additional higher costs if children are unable to remain at home.

**The costs of these packages of support are lower on average, than the costs of looked after children.**

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/11</b>
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<b>TITLE OF ITEM:</b>	Safeguarding Children grant			
<b>DIRECTORATE:</b>	Social Services			
<b>SERVICE AREA:</b>	Adults Social Services	<b>LEAD OFFICER:</b>	Val Ketelle	
<b>FINANCIAL INFORMATION:</b>				
General Fund  HRH  Other- General Fund Grant  TOTAL	Current Budget	Bid		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
	1503	1533	1533	1533
	1503	1533	1533	1533
<b>DESCRIPTION:</b>				
<p><b>Safeguarding Children Specific Formula Grant in 2005/6</b></p> <p>£90m was provided as a Specific Formula Grant for the purposes of supporting councils in improving their services to safeguard children, including responding to the recommendations made in Lord Laming's report of the inquiry into the events leading up to the death of Victoria Climbié and the Joint Chief Inspectors' Report "Safeguarding Children", the establishment of Local Safeguarding Children Boards and increasing the focus on Private Fostering. These allocations were made in line with the Children's FSS formula.</p> <p>DFES claim that resources were transferred into base expenditure, but this is not trackable in ODPM analysis.</p> <p>This is a National Issue with a significant local impact.</p> <p>Is this ? Inescapable Growth: <input checked="" type="checkbox"/> Demand-led: <input type="checkbox"/> Transfer of Specific Grants to FSS: <input checked="" type="checkbox"/></p>				
<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>			
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>				
<p>At a National Conference it was announced that resources were transferring into the base budget. Without this funding there would be a budget gap. The safeguarding grant distribution in 05/06 varies between the Authorities with Social Services responsibilities but the top ten authorities affected are:-</p>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/SS/11</b>
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Birmingham	£3m
Lancashire	£1.6m
Essex	£1.6 m
Southwark	£1.5m
Lambeth	£1.5m
LBTH	£1.5m
Hackney	£1.4m
Manchester	£1.4m
Hampshire	£1.3m
Liverpool	£1.3m

DFES claim that resources were transferred into base expenditure, but this is not trackable in ODPM analysis. This is a National Issue with a significant local impact.

<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

£90m was provided as a Specific Formula Grant for the purposes of supporting councils in improving their services to safeguard children, including responding to the recommendations made in Lord Laming's report of the inquiry into the events leading up to the death of Victoria Climbié and the Joint Chief Inspectors' Report "Safeguarding Children", the establishment of Local Safeguarding Children Boards and increasing the focus on Private Fostering.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

✓

The proposal should lead to administration efficiency savings within the Department of Health

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/EC/01**

<b>TITLE OF ITEM:</b>		Transportation, Treatment and Disposal of Waste			
<b>DIRECTORATE:</b>		Environment & Culture			
<b>SERVICE AREA:</b>		Street Management	<b>LEAD OFFICER:</b> John Palmer		
<b>FINANCIAL INFORMATION:</b>					
		<b>Current Budget</b>	<b>Bid</b>		
		<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	<b>General Fund</b>	6,000	573	1,187	1,356
	<b>HRA</b>				
	<b>Other</b>				
<b>TOTAL</b>	6,000	573	1,187	1,356	
<b>DESCRIPTION:</b>					
<p>Cabinet at their meeting in May 2005 agreed the award of a 15-year contract for Transportation, Treatment and Disposal of Waste (subject to satisfactory planning agreements). The new contract will provide significant benefits to the Authority specifically in relation to Landfill Diversion of biodegradable municipal waste via the use of an autoclave facility, this will ensure that the Council is not subject to Landfill Allowance Trading Scheme penalties and will assist in increasing the recycling performance of the Authority.</p> <p>The benefits received via the new contract however will necessitate additional budget allocation for each year of the contract. For 2006/2007 additional funding of £573k will be required reflecting the increased cost of waste treatment, increasing by a further £614k in 2007/2008 and then reducing to an average of £150k per annum for the remainder of the contract.</p>					
<p>Is this ? Inescapable Growth: <input checked="" type="checkbox"/> Demand-led: <input type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/></p>					
<b>1. JUSTIFICATION &amp; RISK:</b>					
<p><b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b></p>					
<p>The additional cost requirements as summarised above were detailed in the report to Cabinet on the 11<sup>th</sup> May 2005 which confirmed the significant investment being made by the preferred bidder in treatment and transportation for the disposal of waste, and confirmed the inescapable nature of the increased cost requirement.</p> <p>Following the Cabinet decision and ongoing negotiations with the preferred bidder, the Council has now entered into a contract with Cleanaway Ltd for the provision of transportation and treatment for the disposal of waste.</p>					



<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/EC/01</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements	
<p>Market research was undertaken to compare the prices proposed with the last and final offer submission with prices generally operating within the waste disposal market. This research clearly showed that the offer provided to LBTH represented good value for money.</p>	
Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?	
Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/EC/02**

<b>TITLE OF ITEM:</b>		Parks Maintenance Contracts			
<b>DIRECTORATE:</b>		Environment & Culture			
<b>SERVICE AREA:</b>		Parks & Play Services	<b>LEAD OFFICER:</b> Geoff Smith		
<b>FINANCIAL INFORMATION:</b>					
		<b>Current Budget</b>	<b>Bid</b>		
		<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	<b>General Fund</b>	1,400	150	300	300
	<b>HRA</b>	404			
	<b>Other</b>				
<b>TOTAL</b>	1,804	150	300	300	
<b>DESCRIPTION:</b>					
<p>This is a precautionary bid for additional resources based on the most recent information relating to tendering exercises for Horticultural Maintenance Contracts.</p> <p>A new round of procurement for parks maintenance services will be completed by September 2006. This will include services for maintenance of grounds, water areas, parks buildings, cleansing, security services and tree care. When the last contract was let in 1999 the market was considerably more competitive than it is currently.</p> <p>Cost comparisons taken from the Inner London Benchmarking Group indicate that in authorities where new contracts have recently been let, the price per hectare per annum for horticultural maintenance works is significantly higher than the current costs within Tower Hamlets. It is anticipated that the new contract rates, submitted in relation to the current procurement process, will reflect the industry increases.</p> <p>Without additional resources, existing specified standards will have to be reduced to bring contract expenditure within budget. This will have a direct impact on the quality of the parks maintenance including key items such as; cleanliness, frequency of pruning of trees and shrubs, provision of seasonal flower bed displays and provision of sports pitches. User satisfaction levels are very likely to fall. Public satisfaction with the Borough's parks and open spaces is improving (up 6% compared to 2004) but remains low compared to other London Boroughs (9% below the London average).</p>					
<p>Is this ? Inescapable Growth: <input checked="" type="checkbox"/> Demand-led: <input type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/></p>					
<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>				
<p><b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b></p> <p>Failure to provide increased funding will result in the need to reduce the standards of maintenance required through the contract specification. This is likely to have a direct impact on the overall quality of maintenance and a poorer standard of appearance across the Borough's parks and open spaces.</p> <p>A further consequence of reduced maintenance provision is likely to be a fall in public satisfaction (BVPI 119), the key performance indicator for parks.</p>					

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/EC/02</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

The procurement process currently underway in relation to the provision of grounds maintenance services will specifically address key questions in relation to value for money. As part of the procurement strategy all options including aspects of contract packaging, length of contract and delivery methods are being considered to ensure the Authority attracts value for money tenders.

The Parks Service has launched a new annual borough-wide satisfaction survey which provides detailed, site specific feedback on aspects of usage, maintenance, provision of services and facilities. The first results of this were received in October 2005 and informed the development of the Borough's Open Space Strategy.

Contractors will be required to demonstrate, through the tendering process, how they will implement and maintain robust systems for quality assurance, performance management, and efficient service delivery. The contractor selection process will consider how contractors aim to build in the necessary flexibility to adapt methodologies in response to the priorities identified through the public consultation processes.

Value for Money will continue to be monitored through comparison studies with other member authorities of the London Parks Benchmarking Group.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

This proposal is based on the need to maintain service standards against a general increase in market prices for horticultural services. However, some improved efficiency can be achieved through the new contract arrangements. The focus on quality of provision, performance measurement and responsiveness to user concerns should help to improve satisfaction levels as measured against BVPI 119 for public satisfaction with parks and open spaces.

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>TITLE OF ITEM:</b>		Implementation of the Idea Store Strategy – Canary Wharf			
<b>DIRECTORATE:</b>		Environment and Culture and Education			
<b>SERVICE AREA:</b>		Idea Stores	<b>LEAD OFFICER:</b>		Lesli Good
<b>FINANCIAL INFORMATION:</b>					
	<b>Current Budget</b>	<b>Bid</b>			
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>	
	460	252	252	252	
	HRA				
	Other				
<b>TOTAL</b>	460	252	252	252	
<b>DESCRIPTION:</b>					
<p><b>This is a joint bid from Environment &amp; Culture and Education for Idea Store Canary Wharf</b>  Implementation of the Idea Store strategy is predicated on growth being made available to meet the incremental staffing and running costs associated with each new store on its opening. Additional costs are required to meet the publicised opening hours of the Idea Stores (7 days per week operation which match the hours of retail in each locality), staff cover, building repairs and maintenance required as a result of heavy public use to maintain the facilities to a high standard. The growth bid is to support the continued delivery of libraries, learning and information services in Canary Wharf from 2006/07. Idea Store Canary Wharf opens in March 2006.</p> <p>The growth is required to provide the growth for full year revenue costs for the Idea Store Canary Wharf  The growth for each Idea Store is calculated on a financial model which outlines the expenditure requirements of the service as follows:</p> <ul style="list-style-type: none"> <li>• Salaries – frontline staff (numbers increased to deliver additional opening hours in the Idea Store as opposed to the library and learning facilities that are replaced)</li> <li>• Premises – running costs and provision for planned maintenance to ensure that the stores' high quality environments are maintained in the face of heavy usage (for which there was minimal allowance in library and learning centre budgets) and at the same quality as the retail benchmarks which underpin the Idea Stores strategy</li> <li>• Supplies and services – library stock, learning and curriculum materials, publicity and promotion costs and sundries</li> <li>• Recharges – to support directorate and corporate central costs</li> <li>• Asset rentals – higher than in older, less valuable buildings</li> <li>• Income – from library fines, hire of AV items, course fees and grants</li> </ul> <p>The model has been tested and proved through experience at Idea Stores Bow and Chrisp Street and through modelling of demand-led costs based on course enrolment projections. The growth requirement for each Idea Store is therefore identified as follows:</p> <ul style="list-style-type: none"> <li>• <b>Costs</b> – modelled as a function of either area (m square) or demand (course enrolments) as appropriate with provision for IT refresh and planned maintenance, although not at the level equivalent to rates in the retail sector which is an underpinning quality benchmark for Idea Stores</li> <li>• <b>Existing budgets</b> – libraries and lifelong learning budgets for the libraries and learning centres to be replaced by the Idea Store</li> </ul> <p><b>Costs – Existing budgets = Growth Requirement</b></p>					
<b>Is this ?:</b>	<b>Inescapable Growth:</b>	X	<b>Demand-led:</b>		<b>Transfer of Specific Grants to FSS:</b>

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>	
<p>If funding is not approved the Idea Stores service would have to make significant savings in the projected expenditure through either:</p> <ul style="list-style-type: none"> <li>• significantly reducing the opening hours of and Canary Wharf within the first year of opening</li> <li>• reduce the opening hours of Idea Stores Chrisp Street and Bow</li> <li>• closing one or more of the libraries and lifelong learning service points in advance of opening a new Idea Store facility which is counter to the Idea Stores strategy</li> <li>• reducing spending on stock and curriculum delivery</li> </ul> <p>The impact on increasing and widening participation in libraries and learning would be negative. Visitor numbers and learner enrolments would fall as a result of the impact on service delivery in the Idea Stores.</p> <ul style="list-style-type: none"> <li>• the increase in the stock fund has resulted in improvements in the quantity and quality of the stock in the Idea Stores, contributing directly to the increase in issues and visitors that have been experienced in Idea Store Bow and Chrisp Street. Any reduction in the projected spend on the stock fund would result in a reduction in the quality and quantity of the stock fund and a reduction in issues and visitors</li> <li>• reduced opening hours in Canary Wharf would place pressure on the delivery of learning in the stores with the possibility that the Council, Tower Hamlets College and London Metropolitan University would not be able to deliver the contracted learning hours. This would have knock on negative impact on the income for learning delivery from the LSC, thereby undermining the financial sustainability of the Idea Stores given that the service is currently planning for a shortfall in LSC income over the next three years due to LSC budget reductions</li> <li>• if the opening hours in Canary Wharf were reduced to a level whereby the key learning partners, Tower Hamlets College and London Metropolitan University were not able to deliver the level of activity projected through our partnership agreements it is possible that they may seek to negotiate longer leases in both stores than the current agreement thereby reducing the flexibility and sustainability of the service in the long term to seek new partners who can bring service improvements and income to the network</li> <li>• the Idea Stores strategy would be unsustainable as it will no longer be able to deliver opening hours that matched the retail provision in key shopping areas in the borough</li> </ul>	
<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
<b>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</b>	
<p>Consultation to inform the Idea Store strategy demonstrated that local people valued library and learning services, but did not use them because they perceived them to be underfunded, out of date and irrelevant. Limited opening hours during the week were a key disincentive to use. Low take-up of these services prior to the implementation of the strategy therefore meant that poor value for money was provided.</p> <p>Idea Stores build on existing combined library and learning revenue budgets for stock, staff and premises, but growth is required to enable the new facilities to be open longer hours during the week, meeting one of the evidenced needs of customers. Current revenue budgets (including the part year growth drawn down for Whitechapel and Canary Wharf in 2005/06) are sufficient only to open the 2 new stores for 4 days per week. In particular, Sunday and Wednesday opening would not be possible.</p> <p>The experience of Idea Store Bow has demonstrated the need to pro-actively repair and maintain the building, furniture and equipment to ensure that the Idea Stores retain the high quality image which has been benchmarked against the best in the retail sector. The purchasing power of the stock fund must be maintained to keep pace with the increasing cost of books as new stock is a key ingredient in building and retaining a new and broadened customer base.</p>	

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

√

No

The Idea Stores strategy brings major improvements in the quality of library and learning services to each area of the borough that is reflected in an increase in visits, issues of books, enrolment on adult education classes and user satisfaction.

The non-cashable efficiencies are projected on the basis of the increased number of visits to Idea Stores (over the projected baseline for libraries) generated as a result of the implementation of the Idea Store strategy across the network.

Increased usage can be predicted based on the experience with Idea Store Bow (opened 2002) and Idea Store Chrisp St (opened 2004). Please note these savings are those projected for the entire Idea Store network.

**2005/06**

Visits - 1,609,342

Cost (inc cap charge) – 8,037,755

Cost/visit – 4.99

**2006/07**

Visits – 1,941,586

Cost (inc cap charge) – 8,467,686

Cost/visit – 4.36

Efficiency gain – 1,229,440

**2007/08**

Visits – 2,104,256

Cost (inc cap charge) – 8,961,231

Cost/visit – 4.26

Efficiency gain – 215,895

**Notes:**

1. Cost per library visit is a standard indicator, measured against annual cost of library service including capital charges.
2. The cost per visit is calculated using the library specific element of the Idea Stores budget and so does not take account of any savings predicted (cashable or otherwise) by the learning service for this period.

The development of an overall Idea Stores budget from the currently separate budgets held by Environment and Culture and Education is at an early stage. Until the overall Idea Stores budget is confirmed projections should be treated with some caution.

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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Item Ref. No: <b>GRO/COR/01</b>
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<b>TITLE OF ITEM:</b> Pensions				
<b>DIRECTORATE:</b> Corporate				
<b>SERVICE AREA:</b> Director of Resources			<b>LEAD OFFICER:</b> Martin Smith	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	General Fund	1,300	2,600	3,900
	HRA			
	Other			
<b>TOTAL</b>	9,398	1,300	2,600	3,900
<b>DESCRIPTION:</b>				
<p>The Pension Fund is subject to triennial valuation, the last of which took place in 2004. This revealed the need for additional employer's contributions to the Fund of £1.3m per year. This applies for the next two financial years, after which a further revaluation will take place (during 2007/08). For planning purposes it is currently assumed that this will reach similar conclusions to the last revaluation.</p> <p>The main areas funded by these contributions are liabilities resulting from increased life expectancy and anticipated medium-term returns from investment of the Fund. The growth outlined here includes elements relating to employer's contributions for existing staff, for which service budgets will be adjusted, and elements of backfunding for scheme members' past service.</p> <p>The postponement of changes to the terms of the scheme which were due to be introduced in April 2005 (primarily the expected abolition of the 'Rule of 85') do not directly impact on these figures. Actuaries made assumptions in valuing the Fund in 2004 which did not depend upon these reforms going ahead. However any changes emerging from the ongoing debate about further reform to the scheme would need to be reflected in the 2007 revaluation.</p>				
<p>Is this ?    Inescapable Growth:    <input checked="" type="checkbox"/>    Demand-led:    <input type="checkbox"/>    Transfer of Specific Grants to FSS:    <input type="checkbox"/></p>				
<b>1. JUSTIFICATION &amp; RISK:</b>				
<p><b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b></p>				
<p>It is the Council's responsibility to ensure that the Pension Scheme is funded in the long term.</p>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/01</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements	
<p>The Pension Scheme is an element of the remuneration package of local government employees. There is an argument that the existence of the scheme aids recruitment and retention of staff to local government and thus affects value for money.</p>	
Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?	
Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>



<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/02</b>
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<b>TITLE OF ITEM:</b>	Council Elections			
<b>DIRECTORATE:</b>	Chief Executives			
<b>SERVICE AREA:</b>	Legal Services	<b>LEAD OFFICER:</b>	Graham White	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	0	240	0	0
<b>HRH</b>				
<b>Other</b>				
<b>TOTAL</b>	0	240	0	0
<b>DESCRIPTION:</b>				
Type: inescapable as the elections are a statutory requirement				
Is this ? Inescapable Growth: <input checked="" type="checkbox"/> Y Demand-led: <input type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/>				
<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>			
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>				
<p>The 2006 Council Elections will take place on 4<sup>th</sup> May 2006 and a single year Growth Bid is required to finance the process.</p> <p>The Council is required to appoint a Returning Officer and provide sufficient resources for her or him to efficiently organise the Election. No specific grant is payable unlike Parliamentary and European Elections which are government funded. The costs of organising Elections have increased substantially in recent years and although the final costs of the 2005 Parliamentary Elections are not yet available they are likely to be in the region of £240,000.</p> <p>The main reason why costs have increased is the rise in postal voting which increases staffing, stationery and postage costs. There have also been various proposals from government and the Electoral Commission to strengthen the electoral process which will have financial implications but at the time of writing it is not clear if these will be implemented before next years Election.</p>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/02</b>
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<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
<p><b>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</b></p>	
<p>The costs of organising an election are controlled in the case of national elections by the government. The GLA publishes guidance on costs and fees for elections in London and successive Returning Officers have always followed these. There is little scope for making savings in the process as most charges and fees are subject to long standing agreements. However where possible alternative arrangements are pursued providing they do not result in a reduction in service.</p>	
<p><b>Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?</b></p>	
Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

Item Ref. No:  
**GRO/COR/03**

<b>TITLE OF ITEM:</b>	Best Value Satisfaction Survey		
<b>DIRECTORATE:</b>	Corporate		
<b>SERVICE AREA:</b>	Research and Scrutiny	<b>LEAD OFFICER:</b>	Michael Keating

	Current Budget	Bid		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund		60	0	0
HRH				
Other				
<b>TOTAL</b>	0	60	0	0

<b>DESCRIPTION:</b>						
<p>The Best Value Satisfaction Survey is conducted every three years (the last time was in 2003/04). The Audit Commission uses the survey as the key indicator of residents' satisfaction.</p> <p>The survey, along with the Annual Residents Survey, provides baseline and trend information on satisfaction about a range of services and about public services in general including how well services listen to and respond to local people's views. These surveys will continue to provide core performance information, and the Council is committed to improved performance against it.</p>						
Is this ?:	Inescapable Growth:	<input checked="" type="checkbox"/>	Demand-led:	<input type="checkbox"/>	Transfer of Specific Grants to FSS:	<input type="checkbox"/>

<b>1.</b>	<b>JUSTIFICATION &amp; RISK:</b>
<p>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</p> <p>The Best Value Satisfaction Survey is a statutory requirement.</p>	
<b>2.</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
<p>Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements</p> <p>The results of the Satisfaction Survey are a fundamental part of all CPA related assessments to measure value for money, efficiency and satisfaction.</p>	
<p>Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?</p> <p align="center">Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	
Satisfaction is key to the measurement of improvement efficiency.	

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/04</b>
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<b>TITLE OF ITEM:</b> Implementation of the Idea Store Strategy – Whitechapel Idea Store				
<b>DIRECTORATE:</b> Corporate				
<b>SERVICE AREA:</b> Idea Stores			<b>LEAD OFFICER:</b> Lesli Good	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	1,748	463	463	463
	<b>General Fund</b>			
	<b>HRH</b>			
<b>Other</b>				
<b>TOTAL</b>	1,748	463	463	463
<b>DESCRIPTION:</b>				
<p>The growth is required to deliver full year revenue costs for the Idea Store Whitechapel opened September 2005.</p> <p>Implementation of the Idea Store strategy is predicated on growth being made available to meet the incremental staffing and running costs associated with each new store on its opening. Additional costs are required to meet the publicised opening hours of the Idea Stores (7 days per week operation which match the hours of retail in each locality), staff cover, building repairs and maintenance required as a result of heavy public use to maintain the facilities to a high standard. The growth bid is to support the continued delivery of libraries, learning and information services in Idea Store Whitechapel from 2006/07.</p>				
<p>Is this ? Inescapable Growth: <input checked="" type="checkbox"/> Demand-led: <input type="checkbox"/> Transfer of Specific Grants to FSS: <input type="checkbox"/></p>				
<b>1. JUSTIFICATION &amp; RISK:</b>				
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>				
<p>If funding is not approved the Idea Stores service would have to make significant savings in the projected expenditure through either:</p> <ul style="list-style-type: none"> <li>• significantly reducing the opening hours of Idea Stores Whitechapel within the first year of opening</li> <li>• reducing spending on stock and curriculum delivery</li> </ul> <p>The impact on increasing and widening participation in libraries and learning would be negative. Visitor numbers and learner enrolments would fall as a result of the impact on service delivery in the Idea Stores.</p> <ul style="list-style-type: none"> <li>• the increase in the stock fund has resulted in improvements in the quantity and quality of the stock in the Idea Stores, contributing directly to the increase in issues and visitors that have been experienced in Idea Store Bow and Chrisp Street any reduction in the projected spend on the stock fund would result in a reduction in the quality and quantity of the stock fund and a reduction in issues and visitors</li> </ul>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/04</b>
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- reduced opening hours in Idea Store Whitechapel would place pressure on the delivery of learning in the store with the possibility that the lifelong learning service, Tower Hamlets College and Metropolitan University would not be able to deliver the contracted learning hours. This would have knock on negative impact on the income for learning delivery from the LSC, thereby undermining the financial sustainability of the Idea Stores given that the service is currently planning for a shortfall in LSC income over the next three years due to LSC budget reductions
- if the opening hours in Idea Stores Whitechapel were reduced to a level whereby the key learning partners, Tower Hamlets College and Metropolitan University were not able to deliver the level of activity projected through our partnership agreements it is possible that they may seek to negotiate longer leases in both stores than the current agreement thereby reducing the flexibility and sustainability of the service in the long term to seek new partners who can bring service improvements and income to the network
- the Idea Stores strategy would be unsustainable as it will no longer be able to deliver opening hours that matched the retail provision in key shopping areas in the borough

<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

Consultation to inform the Idea Store strategy demonstrated that local people valued library and learning services, but did not use them because they perceived them to be underfunded, out of date and irrelevant. Limited opening hours during the week were a key disincentive to use. Low take-up of these services prior to the implementation of the strategy therefore meant that poor value for money was provided.

Idea Stores build on existing combined library and learning revenue budgets for stock, staff and premises, but growth is required to enable the new facilities to be open longer hours during the week, meeting one of the evidenced needs of customers. Current revenue budgets (including the part year growth drawn down for Whitechapel and Canary Wharf in 2005/06) are sufficient only to open the 2 new stores for 4 days per week. In particular, Sunday and Wednesday opening would not be possible.

The experience of Idea Store Bow has demonstrated the need to pro-actively repair and maintain the building, furniture and equipment to ensure that the Idea Stores retain the high quality image which has been benchmarked against the best in the retail sector.

The purchasing power of the stock fund must be maintained to keep pace with the increasing cost of books as new stock is a key ingredient in building and retaining a new and broadened customer base.

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/04</b>
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**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

The Idea Stores strategy brings major improvements in the quality of library and learning services to each area of the borough that is reflected in an increase in visits, issues of books, enrolment on lifelong learning classes and user satisfaction.

The non-cashable efficiencies are projected on the basis of the increased number of visits to Idea Stores (over the projected baseline for libraries) generated as a result of the implementation of the Idea Store strategy across the network.

Increased usage can be predicted based on the experience with Idea Store Bow (opened 2002) and Idea Store Chrisp St (opened 2004).

**2005/06**

Visits - 1,609,342

Cost (inc cap charge) – 8,037,755

Cost/visit – 4.99

**2006/07**

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Cost/visit – 4.36

Efficiency gain – 1,229,440

**2007/08**

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Cost (inc cap charge) – 8,961,231

Cost/visit – 4.26

Efficiency gain – 215,895

Notes:

3. Cost per library visit is a standard indicator, measured against annual cost of library service including capital charges.
  4. The cost per visit is calculated using the library specific element of the Idea Stores budget and so does not take account of any savings predicted (cashable or otherwise) by lifelong learning for this period.
- The integration of an overall Idea Stores budget from the currently separate budgets held by libraries and lifelong learning is at a very early stage. Until the overall integrated Idea Stores budget is confirmed projections should be treated with some caution.

**BUDGET 2006/2007 - 2008/09  
COMMITTED GROWTH**

**Item Ref. No:  
GRO/COR/05**

<b>TITLE OF ITEM:</b>		Provision for former ILEA Debt		
<b>DIRECTORATE:</b>		Corporate		
<b>SERVICE AREA:</b>		Director of Resources	<b>LEAD OFFICER:</b> Martin Smith	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	General Fund	N/A	1,600	1,600
	HRA			
	Other			
<b>TOTAL</b>	N/A			
<b>DESCRIPTION:</b>				
Provision for the repayment of former Inner London Education Authority debt transferred to the Council in 1992, the legislative framework for which has recently changed.				
Is this ?:				
Inescapable Growth:		<input checked="" type="checkbox"/>	Demand-led:	
		<input type="checkbox"/>	Transfer of Specific Grants to FSS:	
		<input type="checkbox"/>		
<b>1. JUSTIFICATION &amp; RISK:</b>				
<b>Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.</b>				
<p>The Inner London Education Authority was abolished in 1990 and its responsibilities in relation to schools were transferred to the twelve Inner London Boroughs, including Tower Hamlets. Debt formerly entered into by ILEA was subsequently transferred to the Council in 1992.</p> <p>Legislation requires local authorities to set aside an amount equivalent to 4% of outstanding debt as a minimum charge to revenue accounts for debt repayment. However at the time of the ILEA debt transfer, the legislation was incomplete. It did not require authorities to increase their provision for debt repayment in response to the transfer of ILEA debt. Increasing the revenue provision would have meant an increase in Council Tax or reduction in other budgets at that time. Avoiding the charge meant a marginal increase in the Council's debt exposure which was covered by the availability of cash balances. Not being compelled to make the additional charges at that stage, Tower Hamlets evidently decided not to do so.</p> <p>In 2003, elements of the capital accounting legislation were repealed and replaced with the prudential code, which allows authorities to borrow up to a locally agreed limit as long as it is affordable, prudent and sustainable. This new legislation does not specifically change the position in relation to former ILEA debt, but it does draw more attention to the way authorities account for the provision of debt.</p> <p>In conducting the audit of accounts for 2004/05, which is the first year of the code, therefore, the Audit Commission has identified for the first time that ILEA debt has not been provided for in Tower Hamlets accounts. The auditors have therefore drawn the Council's attention to this issue and is requiring the authority to make provision. Discussions have been held with the auditor to confirm that the authority has no option but to make this provision, and subsequently to ascertain the best way of doing this within current legislation and accounting requirements while minimising the financial impact.</p> <p>The growth bid provides for the backlog of debt repayment provision for the period 1992-2005 to be charged to the accounts over a five year period and for the remaining debt to be provided for at 4% a year.</p>				

<b>BUDGET 2006/2007 - 2008/09 COMMITTED GROWTH</b>
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<b>Item Ref. No: GRO/COR/05</b>
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These amounts will be set aside on the Council's balance sheet to offset the repayment of debt and they will not be available to meet other expenditure.

Charges for 2004/05 and 2005/06 have been or will be met from existing revenue balances. This committed growth bid will ensure that the budget is increased in 2006/07 to cover the additional charges without further diminishing balances.

<b>2</b>	<b>VALUE FOR MONEY/EFFICIENCY</b>
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**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

The charges will ensure that the authority satisfies its auditors that its accounts present fairly the financial position of the authority.

**Does this proposal contribute to stretched Gershon efficiency targets? Provide information to justify this and an indication of how the improvement efficiency will be measured?**

Yes

No

X



**COUNCIL 1<sup>st</sup> MARCH 2006**  
**BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

**SETTING THE AMOUNT OF COUNCIL TAX FOR THE COUNCIL'S AREA**

1. That the revenue estimates for 2006/2007 be approved.
2. That it be noted that, at its meeting on 11<sup>th</sup> January 2006, Cabinet calculated the amount 75,522 as its Council Tax base for the year 2006/2007 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992.
3. That the following amounts be now calculated by the Council for the year 2006/2007 in accordance with Section 32 to 36 of the Local Government & Finance Act 1992 as amended:
  - (a) £987,871,989 Being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of The Act.
  - (b) £719,977,989 Being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of The Act.
  - (c) £267,894,000 Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 32(4) of The Act, as its budget requirement for the year.
  - (d) £207,682,000 Being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant and additional grant increased by the amount of the sums which the Council estimates will be transferred in the year from its collection fund to its general fund in accordance with Section 97(3) of the Local Government Finance Act 1988 and reduced by the amount of any sum which the council estimates will be transferred from its general fund to its collection fund pursuant to the Collection Fund (Community Charges) directions under Section 98(5) of the Local Government Finance Act 1988.
  - (e) £797.28 Being the amount at 3(c) above, less the amount at 3(d) above, all divided by the amount at 2 above, calculated by the Council, in accordance with Section 33(1) of The Act, as the basic amount of its Council Tax for the year.

**COUNCIL 1<sup>st</sup> MARCH 2006**  
**BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

(f)	VALUATION BAND	LBTH £
	A	531.52
	B	620.11
	C	708.69
	D	797.28
	E	974.45
	F	1,151.63
	G	1,328.80
	H	1,594.56

Being the amount given by multiplying the amount at 3(e) above by the number which, in the proportion set out in Section 5(1) of The Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of The Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. That it be noted that for the year 2006/2007 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below.

VALUATION BAND	GLA £
A	192.41
B	224.47
C	256.54
D	288.61
E	352.75
F	416.88
G	481.02
H	577.22

COUNCIL 1<sup>st</sup> MARCH 2006

## BUDGET &amp; COUNCIL TAX STATUTORY CALCULATIONS

5. That, having calculated the aggregate in each case of the amounts at 3(f) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2006/2007 for each of the categories of dwellings shown below:-

<b>VALUATION BAND</b>	<b>TOTAL COUNCIL TAX £</b>
A	723.93
B	844.58
C	965.23
D	1,085.89
E	1,327.20
F	1,568.51
G	1,809.82
H	2,171.78

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**Summary of Efficiency Savings  
2006/07- 2008/09**

**Appendix D1**

Ref	Description	Service Area	2006/2007 £000	2007/2008 £000	2008/2009 £000
<b>EDUCATION</b>					
SAV/ED/01	Consultancy Support	Standards & School Development	51	51	51
SAV/ED/02	Schools Causing Concern	Standards & School Development	61	61	61
SAV/ED/03	Inclusion Advisor	Access & Inclusion	61	61	61
SAV/ED/04	Admin Support Rationalisation	Strategic & Operational Services	61	61	61
SAV/ED/05	Human Resources	Strategic & Operational Services	26	26	26
SAV/ED/06	Capping Inflation	LEA Budget	148	148	148
<b>Total Savings_Education</b>			<b>408</b>	<b>408</b>	<b>408</b>
<b>SOCIAL SERVICES</b>					
SAV/SS/01	Redirect Government Grant for National Training Strategy and HRD Grant	Strategic Services	571	571	571
SAV/SS/02	Communications Manager Post	Policy & Planning	45	45	45
SAV/SS/03	Delete Post of Resource Manager	Adult Resources	44	44	44
SAV/SS/04	Commissioning Budget (Section 23)	Children's Services	422	422	422
SAV/SS/05	Admin post savings PMQA/CSMT	Children's Services	95	95	95
SAV/SS/06	Increase charge for mobile meals	Older People's Commissioning	37	37	37
SAV/SS/07	Learning & Development	Learning & Development	157	157	157
SAV/SS/08	Professional Training Scheme	Learning & Development	243	345	350
SAV/SS/09	Mayfield House Closure	Adult Resources	200	200	200
<b>Total Savings_Social Services</b>			<b>1,814</b>	<b>1,916</b>	<b>1,921</b>
<b>ENVIRONMENT &amp; CULTURE</b>					
SAV/EC/01	Reduction in BT rental costs for CCTV lines	Street Management	80	100	100
SAV/EC/02	York Hall –change of energy provision from steam to gas boilers	Recreation	10	10	10
SAV/EC/03	Neighbourhood Warden – Integration with Safer Neighbourhood Teams	Environmental Control	206	206	206
SAV/EC/04	Accommodation Strategy – reduction of planned maintenance provision	Property & Facilities management	200	280	280
SAV/EC/05	Accommodation Strategy – Staffing /Lease Cost Reductions	Property & Facilities management	151	677	1,027
SAV/EC/06	Structural adjustments within Facilities Management	Property & Facilities management	95	95	95
SAV/EC/07	Landscape Architects - Reduction Of Subsidy	Parks & Play; Sport & Recreation; Arts & Events; Mile End Park	35	35	35
SAV/EC/08	Review of Licensing	Trading Standards and Environmental Health (Commercial)	60	60	60
SAV/EC/09	Review of Trading Standards, Consumer Advice, Food and Health and Safety	Trading Standards and Environmental Health (Commercial)	40	40	40
SAV/EC/10	Cultural Services Review	Parks & Play; Sport & Recreation; Arts & Events; Mile End Park	55	55	55
SAV/EC/11	Efficiencies through increased generic working and reduced use of agency and temporary staff	Street Management	185	265	300
SAV/EC/12	Review of Support Arrangements for managers	Cross Directorate	60	60	60
<b>Total Savings_Environment &amp; Culture</b>			<b>1,177</b>	<b>1,883</b>	<b>2,268</b>

**Summary of Efficiency Savings  
2006/07 - 2008/09**

**Appendix D1**

<b>DEVELOPMENT &amp; RENEWAL</b>					
SAV/DR/01	Review of Directorate Business Processes	Development & Building Control/ Major Project Development/ Strategy and Innovation	30	40	70
SAV/DR/02	Review of Directorate Support Services	Resources	30	35	40
SAV/DR/03	Procurement of professional agency staff	Development & Building Control/ Major Project Development/ Strategy & Innovation	11	69	108
<b>Total Savings_Development &amp; Renewal</b>			<b>71</b>	<b>144</b>	<b>218</b>
<b>HOUSING GENERAL FUND</b>					
SAV/HGF/01	Improved rent collection	Homelessness	133	269	678
<b>Total Savings_Housing General Fund</b>			<b>133</b>	<b>269</b>	<b>678</b>
<b>CHIEF EXECUTIVE'S</b>					
SAV/CE/01	Communications	Communications	10	15	41
SAV/CE/02	Improving productivity in the Payroll Service	Human Resources - Payroll	31	63	96
SAV/CE/03	Productivity improvements – HR Strategy	H R Strategy	13	51	58
SAV/CE/04	Reduced Insurance Claims	Risk Management	22	52	82
SAV/CE/05	Audit & Inspection Fees saving	Corporate Finance	108	108	108
SAV/CE/06	Reduction of Admin Support & Increased Income from Council Tax and Business rate Defaulters	Revenues	43	43	43
SAV/CE/07	Reduced staffing costs following implementation of Orator Voice recognition / workforce planning software	Customer Access	47	96	145
SAV/CE/08	Reduction in one post, additional income from Nationality checking	Registration of Births, Deaths & Marriages	41	55	83
SAV/CE/09	Crime Reduction Services	Crime Reduction Services	16	31	48
SAV/CE/10	Democratic and Members' Support savings	Democratic Renewal & Engagement	22	32	87
SAV/CE/11	Research and Scrutiny	Research and Scrutiny	24	49	75
SAV/CE/12	Consolidation and rationalisation of ICT infrastructure and software licences.	ICT	158	392	545
<b>Total Savings_Chief Executive's</b>			<b>535</b>	<b>987</b>	<b>1,411</b>
<b>GRAND TOTAL EFFICIENCY SAVINGS</b>			<b>4,138</b>	<b>5,607</b>	<b>6,904</b>

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/01**

**TITLE OF SAVING OPTION:** CONSULTANCY SUPPORT

**DIRECTORATE:** EDUCATION

**SERVICE AREA:** STANDARDS & SCHOOL  
DEVELOPMENT

**LEAD OFFICER:** JANE CONNOLLY

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	362	51	51	51
HRA				
Other				
<b>TOTAL</b>	<b>362</b>	<b>51</b>	<b>51</b>	<b>51</b>

**1. Details of saving option:**

Freezing vacant post: The establishment for the secondary Ethnic Minority Achievement consultancy team is two full time equivalent posts. One is presently vacant. We would propose not to advertise the second post and to cover this work internally through deployment of other staff.

**2. Service implications of saving:**

Nil, as the Local Authority will be able to maintain the current level of service with the integration of EMA work within the School Development Advisor role, in line with the single conversation.

**3. Staffing implications of saving:**

One post held open

**4. Action required to achieve saving:**

Freeze post

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/01**

<b>5.</b>	<b>Possible effect on other directorates:</b>		
	None		
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>		
	None		
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>		
	<p>Is this?      <b>Gershon Cashable efficiency</b>      <input type="text" value="3"/>      <b>Non-Gershon Saving</b>      <input type="text"/></p>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>		
	Integration of some of the work of the EMA team into the work of other Education staff.		



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/02**

**TITLE OF SAVING OPTION:**       SCHOOLS CAUSING CONCERN

**DIRECTORATE:**       EDUCATION

**SERVICE AREA:**       STANDARDS AND SCHOOL DEVELOPMENT       **LEAD OFFICER:**       DI WARNE

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	100	61	61	61
HRA				
Other				
<b>TOTAL</b>	<b>100</b>	<b>61</b>	<b>61</b>	<b>61</b>

**1. Details of saving option:**

In 2003-04 the Education Directorate submitted a successful growth bid for schools causing concern. £100,000 growth was approved for the LEA Budget (not schools) as part of school improvement. The number of schools in special measures/serious weaknesses has significantly decreased from 28 schools in 2000/01 to only three (1 SM, 2 SW) and the Directorate has targets of nil.

We can now reduce this budget by £61,000 to reflect the reduction in SCC. The money is used primarily to support school action plans - fewer schools, fewer action plans - and most goes on external consultants.

**2. Service implications of saving:**

It is vital we meet our target of no further schools being categorised as a School Causing Concern by Ofsted.

**3. Staffing implications of saving:**

Less flexibility for supporting SCC

**4. Action required to achieve saving:**

Reduction in intervention budget.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/02**

<b>5.</b>	<b>Possible effect on other directorates:</b>		
	None		
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>		
	One or more school being categorised as a SCC by Ofsted.		
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>		
	<p>Is this?      <b>Gershon Cashable efficiency</b>      <input type="text" value="3"/>      <b>Non-Gershon Saving</b>      <input type="text"/></p>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/03**

**TITLE OF SAVING OPTION:** INCLUSION ADVISOR

**DIRECTORATE:** EDUCATION

**SERVICE AREA:** ACCESS & INCLUSION      **LEAD OFFICER:** HELEN JENNER

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	61	61	61	61
HRA				
Other				
<b>TOTAL</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>61</b>

**1. Details of saving option:**

Delete the post of Inclusion Advisor in the Access and Inclusion Team

**2. Service implications of saving:**

This has been a key post in achieving the Inclusive Education Strategy. However service improvements have been made in key outcome areas for this post:

- improved attainment
- a reduction in statements
- an improvement in the number of schools achieving very good or excellent Inclusion judgements from OFSTED
- value for money figures that demonstrate inclusive approaches to support children experiencing special educational needs
- improved attainment.

School Development Advisers could be supported by other Access and Inclusion Teams to ensure inclusive practices continue to develop in schools. This is supported by improved data analysis to help address attainment gaps for any vulnerable groups of children.

There is a risk that the focus on developing inclusive practices in schools lead by the Inclusion Adviser working with SDAs may be diluted.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/ED/03</b>
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<b>3.</b>	<b>Staffing implications of saving:</b>				
<p>The previous post holder left in January 2005. The post has not been filled since then. Staff previously managed by the Adviser could be line managed in other Access and Inclusion or School Improvement Teams.</p>					
<b>4.</b>	<b>Action required to achieve saving:</b>				
<p>Reduce Access and Inclusion budget. Re-allocate line managed staff to other Education/Children's Services Teams. Inform schools of change and additional SDA emphasis on inclusion.</p>					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
<p>None</p>					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<p>None. If inclusion outcomes indicators were seen to falter remedial action would need to be taken.</p>					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>The Access and Inclusion Services will maintain progress on inclusion outcomes indicators whilst spending less money.</p>					
<b>Is this?</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"><b>Gershon Cashable efficiency</b></td> <td style="width: 10%; text-align: center; border: 1px solid black;">3</td> <td style="width: 40%;"><b>Non-Gershon Saving</b></td> <td style="width: 10%; text-align: center; border: 1px solid black;"></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	3	<b>Non-Gershon Saving</b>	
<b>Gershon Cashable efficiency</b>	3	<b>Non-Gershon Saving</b>			
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/04**

**TITLE OF SAVING OPTION:** ADMIN SUPPORT RATIONALISATION

**DIRECTORATE:** EDUCATION

**SERVICE AREA:** STRATEGIC & OPERATIONAL SERVICES      **LEAD OFFICER:** ISOBEL CATTERMOLE

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	556	61	61	61
HRA				
Other				
<b>TOTAL</b>	<b>556</b>	<b>61</b>	<b>61</b>	<b>61</b>

**1. Details of saving option:**

A rationalisation of posts across the Local Authority in order to produce a generic administrative support team. This would be achieved by the termination of existing temporary staff contracts from 1<sup>st</sup> April 2006.

**2. Service implications of saving:**

Individual service areas would not have dedicated staff to organise and service their admin requirements.

**3. Staffing implications of saving:**

2 FTE posts deleted across the service.

**4. Action required to achieve saving:**

Restructure of admin support, the LEA would identify a number of posts for deletion.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/04**

<b>5.</b>	<b>Possible effect on other directorates:</b>		
	None		
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>		
	Restructure of teams to have a generic team of admin support staff.		
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>		
	Outputs of service delivery would be unaffected – a reduction of staffing costs, more effective methods of work allocations, better standards in the quality of admin support.		
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="text" value="3"/>	<b>Non-Gershon Saving</b>
			<input type="text"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/06**

**TITLE OF SAVING OPTION:** HUMAN RESOURCES

**DIRECTORATE:** EDUCATION

**SERVICE AREA:** STRATEGIC & OPERATIONAL SERVICES      **LEAD OFFICER:** ISOBEL CATTERMOLE

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	52	26	26	26
HRA				
Other				
<b>TOTAL</b>	<b>52</b>	<b>26</b>	<b>26</b>	<b>26</b>

**1. Details of saving option:**

The Teachers Pay Reform Grant (from 2006-07) will become part of the Dedicated School Grant and distributed through the schools funding formula. Consequently, a 0.5FTE saving on the current full time admin HR position will materialise through distribution of funding to schools in a more efficient way.

**2. Service implications of saving:**

Funding for the administration of the Threshold Payments is to be found through this grant.

**3. Staffing implications of saving:**

Nil

**4. Action required to achieve saving:**

Re-funding of administration post for Threshold Payments to be found from Threshold Grant.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/06**

<b>5.</b>	<b>Possible effect on other directorates:</b>				
	N/A				
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
	<p>The proposal would produce cashable efficiencies by streamlining the current processes for the distribution of this funding by:</p> <ol style="list-style-type: none"> <li>1) reducing the requirement to process documented submissions from schools; and</li> <li>2) reducing the payment to schools from 3 points during the year to one annual payment.</li> </ol>				
	<p>Is this?</p>	<p><b>Gershon Cashable efficiency</b></p>	<div style="border: 1px solid black; width: 30px; height: 30px; text-align: center; line-height: 30px;">3</div>	<p><b>Non-Gershon Saving</b></p>	<div style="border: 1px solid black; width: 30px; height: 30px;"></div>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/06**

**TITLE OF SAVING OPTION:** CAPPING INFLATION

**DIRECTORATE:** EDUCATION

**SERVICE AREA:** LEA BUDGET

**LEAD OFFICER:**

ISOBEL  
CATTERMOLE

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	649	148	148	148
HRA				
Other				
<b>TOTAL</b>	<b>649</b>	<b>148</b>	<b>148</b>	<b>148</b>

**1. Details of saving option:**

Cap LEA budget inflation increases at 2.1% from 2.7% fully funded inflation growth of £649k, as agreed by Cabinet on 03/08/2005.

Strategy 2006-07: staffing budgets protected and reduction in running costs (£148k represents 4% of total LEA supplies and services budget -

**e-communication**

Electronic publication – 20% reduction in printing costs

Electronic communication – 20% reduction in postage costs

Electronic training (savings in productive time and materials) – 8% savings

**2. Service implications of saving:**

Service managers would have to look for efficiency savings each year to maintain service standards. Those managers who are solely funded through Standards Fund have been doing this for the last 3 years. Managers would need to focus on statutory functions being centrally provided, and could consider SLAs for non-statutory and advice functions. Salaries will continue to increase year on year, and managers will be required to efficiently manage running costs to remain within budget.

**3. Staffing implications of saving:**

Over time there will be staffing implications, service areas will eventually need to lose staff because of a reduced budget, the impact of this would depend on staff salary negotiations each year.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/ED/06**

<b>4.</b>	<b>Action required to achieve saving:</b>			
All service managers informed that budgets will not increase in line with inflation this year (and any future years).				
<b>5.</b>	<b>Possible effect on other directorates:</b>			
Less free advice available for other directorates, may need to reduce attendance at development meetings etc.				
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>			
Risk is minimised by salary inflation being secured by the increase in the Local Government settlement.				
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>			
The proposal would produce cashable efficiencies, we would effectively be reducing prices for the same outputs across the service. (Cashable savings) Service areas would still be expected to demonstrate that outputs are either in, or improving towards the top quartile for London, but that they have contained inflation costs to 2.2%.				
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input style="width: 40px; height: 20px;" type="text" value="3"/>	<b>Non-Gershon Saving</b>	<input style="width: 40px; height: 20px;" type="text"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>			
Education Services are expected to show year on year improvements which demonstrate non-cashable efficiencies.				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/01**

**TITLE OF SAVING OPTION:** Redirect Government Grant for National Training Strategy and HRD Grant

**DIRECTORATE:** Social Services

**SERVICE AREA:** Strategic Services

**LEAD OFFICER:** Sally Holland

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund				
HRA				
Other	994	571	571	571
<b>TOTAL</b>	994	571	571	571

**1. Details of saving option:**

The Government has allocated grants to local authorities to meet the costs of new national minimum standards for training and human resource development requirements. Based on our current excellent performance in supporting the social care workforce and recruiting and developing staff through positive action schemes, we estimate that our maximum expenditure to meet DOH requirements will not exceed 423K and 571K of the available grant can therefore be redirected to fund required savings elsewhere.

**2. Service implications of saving:**

No direct implications. The excess grant will however no longer be available to fund new human resource development or training initiatives.

**3. Staffing implications of saving:**

None.

**4. Action required to achieve saving:**

Readjustments to 2006/07 budget.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/SS/01</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>

<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
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<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/02**

**TITLE OF SAVING OPTION:** Communications Manager Post

**DIRECTORATE:** Social Services

**SERVICE AREA:** Policy & Planning

**LEAD OFFICER:** Sally Holland

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	71	45	45	45
HRA				
Other				
<b>TOTAL</b>	71	45	45	45

**1. Details of saving option:**

Corporate communications have undertaken a restructuring and created individual Directorate communication posts. Whilst these posts are part of the Corporate structure they will be responsible for managing the Directorate communications and will be expected to work from within both the Directorate and Corporate bases. As the new posts carry a management responsibility it is proposed to delete the current communications manager post within Social Services.

**2. Service implications of saving:**

The new post within the Corporate Communications should ensure that there is consistency in the communications function across the Council and an improved service delivery.

**3. Staffing implications of saving:**

1 member of staff will be made redundant

**4. Action required to achieve saving:**

Consultation with staff affected in Strategic Services and agreement to implementation of new proposals

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/02**

**5. Possible effect on other directorates:**

None

**6. Possible risk factors which could prevent this saving being achieved**

None

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

Avoid duplication of work and greater consistency in communications function across the Council

Is this?      **Gershon Cashable  
efficiency**

**Non-Gershon  
Saving**

**8. Please also give details of any non cashable Gershon efficiency associated with this item**

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/03**

**TITLE OF SAVING OPTION:** Delete Post of Resource Manager

**DIRECTORATE:** Social Services

**SERVICE AREA:** Adult Resources

**LEAD OFFICER:** Christine Oates

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	126	44	44	44
HRA				
Other				
<b>TOTAL</b>	126	44	44	44

**1. Details of saving option:**

This option proposes that the post of Resource Manager is deleted.

**2. Service implications of saving:**

The Resource Manager post supports the Service Manager (Resources) and has line management responsibility for older people's day centres and the sheltered accommodation warden service. One of the day centres, Sonali Gardens, has now transferred to the management of St Hildas Community Centre, and the sheltered accommodation warden service has transferred, under the Housing Choice programme, to Bethnal Green and Victoria Park Housing Association. The post will then retain responsibility for the management of three day centres. This will transfer to the direct management of the Service Manager Resources.

**3. Staffing implications of saving:**

Displacement of current postholder. It is anticipated that redeployment will be achieved.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/SS/03</b>
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<b>4.</b>	<b>Action required to achieve saving:</b>				
Action in line with the Council's 'Handling Organisational Change' procedures.					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
None anticipated.					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
Failure to achieve redeployment could result in redundancy costs which would need to be offset against the saving.					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Reduction in management costs, whilst still providing the same volume and quality of service.					
<b>Is this?</b>	<table style="width: 100%; border: none;"> <tr> <td style="padding: 5px;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="padding: 5px; margin-left: 20px;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/04**

**TITLE OF SAVING OPTION:** Commissioning Budget (Section 23)

**DIRECTORATE:** Social Services

**SERVICE AREA:** Children's Services

**LEAD OFFICER:** Dave Hill

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	11,500	422	422	422
HRA				
Other				
<b>TOTAL</b>	11,500	422	422	422

**1. Details of saving option:**

**Make savings across the whole Section 23 Commissioning Budget**

Considerable work has been done to prepare the authority to be able to spend less on placements while retaining high quality services to a growing number of children. What follow are unit cost efficiencies and the further developments of alternatives to children becoming looked after.

The reasons for this include

1. Developing more kinship and extended family options
2. Recruiting higher numbers of in house foster carers
3. More adoptions
4. Better preventative work and outreach support to older children and families coming from the reorganisation of the residential service
5. Provide a better use of in house residential placements
6. More use of alternative orders (some are new orders) to prevent children becoming looked after

**Are these real savings, can they really be achieved?**

Unit costs are have been reducing over the last four years.

For all children looked after including children on respite breaks the weekly cost was

£724 in 2004-5

£736 in 2003-4

£777 in 2002-3

£825 in 2001-2

Current number of children looked after 395 CLA (426 with respite break children) full year effect £265,000

**Why would further savings be achievable in 2005-6?**

This year in house unit costs have been high in residential while a review and the subsequent reorganisation has been carried out. This will be complete by April 2006.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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We are increasing the numbers of adopters and in house foster carers we are recruiting. The number of residence orders continues to rise. Last year there were 14. This year there are 10 already with a further 15 pending. (Children on Residence Orders are not looked after although they do attract allowances)

A reduction of 4 placements provided by independent fostering agencies (IFAs) would realise a further £100,000.

A reduction of in the use 1 placement provided by external residential will realise £100,000

These reductions do mean having 4 less placements in IFAs and 1 less in residential for all 52 weeks of the year or the net equivalent. However taken with an increase in prevention, active efforts to shorten some periods of being looked after and further increases in the use of residence orders (allied to the introduction of Special Guardianship) a further saving of £157,000 is realistic.

<b>2.</b>	<b>Service implications of saving:</b>
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The aim is to maintain the quality of service currently delivered. Further developments in our in house options in fostering and adoption and also residential will need to be carried through. As well as continuing to work to appropriately lower unit costs there will also be developments in alternatives to and prevention of care. These will include slowing down entry of children into care, and improving timescales for planning at the point of entry into care to shorten the time that some children spend in care. There will be further developments in kinship care, intensive support to families, and further increases in the use of residence orders rather than children becoming looked after.

<b>3.</b>	<b>Staffing implications of saving:</b>
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None

<b>4.</b>	<b>Action required to achieve saving:</b>
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An action plan will need to be devised and actively monitored and regulated to ensure that there is no drift in meeting this targeted saving.

<b>5.</b>	<b>Possible effect on other directorates:</b>
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None

**BUDGET 2006/07 – 2008/09  
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**6. Possible risk factors which could prevent this saving being achieved**

A larger than budgeted for increase in the children looked after population would adversely effect the above proposals. There are demographic pressures already noted above. On occasion changes in this population can be also be caused by policy shifts in government thinking and requirements.

Another risk factor would be a sudden increase in the number of children on secure orders. The unit cost of these placements is very high.

Should the business case for Fostering and Adoption Teams to remain in Woodstock terrace fail this would have a detrimental effect on the authority's ability to recruit and in particular retain carers.

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

The whole of this proposal for savings in the face of increasing numbers of children in the looked after population is based on efficiencies.

These include: -

- Improved commissioning including joint commissioning
- Recruiting more Tower Hamlets foster carers and adopters (who have lower unit costs)
- Better use of in house residential
- Increased use of alternative orders where appropriate
- Developing kinship care to allow children to be looked after in their own extended families
- Better prevention
- Better more responsive family support

**Is this? Gershon Cashable efficiency**

**Yes**

**Non-Gershon Saving**

**8. Please also give details of any non cashable Gershon efficiency associated with this item**

The decrease in unit costs year on year since 2001-2 has created a considerable non cashable Gershon efficiency.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/05**

**TITLE OF SAVING OPTION:** Admin post savings PMQA/CSMT

**DIRECTORATE:** Social Services

**SERVICE AREA:** Children's Services

**LEAD OFFICER:** Dave Hill

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	95	95	95	95
HRA				
Other				
<b>TOTAL</b>	95	95	95	95

**1. Details of saving option:**

Delete 2 Administration Systems Managers (ASM) posts £70,000  
Delete 1 Administration post Scale 4 £25K

The administration system in Children's Services is now well established. Following the admin review the ASM posts were important in getting the new system up and running. They had a role to play across the whole service. There were initially 6 of these posts. 4 of these posts have either mutated into other posts or been redesignated and adapted to other roles. This leaves two posts to cover the whole service. Whilst the need for admin posts and support is always high these two posts are less important than they once were.

The Scale 4 post is offered as an efficiency saving following the reorganising admin support for a range of managers. Although there are always uses for the extra admin time and that extra capacity will be missed it is not a priority when compared to front line posts.

**2. Service implications of saving:**

The Administration Systems Managers have been involved in a range of projects. Both will be involved in enabling the service's move to Mulberry Place. One is heavily involved in the implementation of the Customer Promise. One has been involved in admin centralisation at Gladstone Place and also setting up an archiving section. They have other departmental responsibilities too such as the Communications Group.

**3. Staffing implications of saving:**

The three post holders would be subject to the Councils redeployment and redundancy procedure, in the normal way including involvement of the Trade Union.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>4.</b>	<b>Action required to achieve saving:</b>				
<p>Redeploy two remaining Administration Systems Managers into other admin posts within the whole council</p> <p>Redeploy Scale 4 post within the council</p> <p>Action needs to be initiated to ensure redeployment into other posts by April 1<sup>st</sup> 2006 to ensure the full year saving is made</p>					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
The ASM posts are graded at a level that is unusually high for admin posts and this may make redeployment to a similar level elsewhere across the council difficult.					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Other staff will absorb the work currently being completed by these staff.					
<b>Is this?</b>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center;"><input type="checkbox"/> <b>Yes</b></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/> <b>Yes</b>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input type="checkbox"/> <b>Yes</b>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/06**

**TITLE OF SAVING OPTION:** Increase charge for mobile meals

**DIRECTORATE:** Social Services

**SERVICE AREA:** Older People's  
Commissioning

**LEAD OFFICER:** David Cowell

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	588	37	37	37
HRA				
Other				
<b>TOTAL</b>	588	37	37	37

**1. Details of saving option:**

Increase charge for mobile meals from £2 to £2.20. Even with last year's increase of 20p the Tower Hamlets charge of £2.00 is the lowest within the Inner London Authorities group. Current average charge for 2005/6, excluding Tower Hamlets from the calculation, is £2.48.

The current charges (2005/6) within Inner London Authorities are as follows:

Camden	£2.30
City of London	£2.60
Greenwich	£3.20 (hot) £3.10 (frozen)
Hackney	£2.65
Hammersmith & Fulham	£2.20
Islington	£2.30
Kensington & Chelsea	£2.80
Lambeth	£2.10
Lewisham	£2.63
Southwark	£2.10
Wandsworth	£3.00 (hot) £2.35 (frozen)
Westminster	£2.25

It is likely that most of these prices will rise w.e.f. 01.04.06.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>2.</b>	<b>Service implications of saving:</b>				
An increase of 20p per meal will be unpopular with some service users and may be argued to cause difficulties for some.					
<b>3.</b>	<b>Staffing implications of saving:</b>				
None					
<b>4.</b>	<b>Action required to achieve saving:</b>				
Early decision to enable consultation and necessary administrative arrangements to be put in place to collect new charge from 01.04.06.					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
Education, who are the main providers of the meals, will need to collect the new charge. Last years increase charge had no significant impact on demand.					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
No specific risk factors identified.					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
The subsidy provided by the Council towards the true cost of the meal would be reduced. The charge paid by the service user would rise from 38% of the cost of a standard meal to 42% of the cost.					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/07**

**TITLE OF SAVING OPTION:** Learning & Development

**DIRECTORATE:** Social Services

**SERVICE AREA:** Learning & Development

**LEAD OFFICER:**

Sally Holland/Linda  
Crawford

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	839	157	157	157
HRA				
Other				
<b>TOTAL</b>	839	157	157	157

**1. Details of saving option:**

It is proposed to make a saving of £157k from the Learning & Development budget, which will be achieved by making cuts in the following training budgets

1. End all external training that does not related to statutory duties and responsibilities
  2. Limit management development training by suspending CMS and DMS programmes
  3. Suspend non statutory children's training
  4. Reduce PQ Child Care Award to one cohort per year
  5. Reduce the frequency of some health and safety training courses
  6. Reduce the PQ One award cohort to one per year
  7. Suspend non statutory adults training courses
  8. Reduce number of places offered on Practice teaching programme
  9. Reduce the numbers of progression assessment workshops for social workers
  10. Suspend non statutory mental health training courses
  11. Cut number of assessor training programmes in the NVQ Assessment Centre by one cohort per year
- This proposal needs to be considered in conjunction with the Positive Action Scheme savings.

**2. Service implications of saving:**

The introduction of GSCC registration and national occupational standards for various staff groups within social work/care has meant that the Directorate must provide continuing professional development opportunities for most staff groups, but especially post qualifying training opportunities for registered social work staff. It is a requirement of the Care Standards Act that a minimum of 50% of domiciliary staff hold NVQ level 2 in Care. The Directorate has an obligation to ensure that it develops the social care workforce, including staff in local third sector agencies who provide social care services to our users. The Learning and Development strategy includes actions to meet government, Skills for Care and Tower Hamlets Council objectives for staff development and for the Investors In People Award.

The above proposals allow the existing training programme to continue in a reduced form. Teams would have to prioritise their external training and there would be a reduced in house training programme comprising of only statutory training courses run on a once yearly basis. Much of the learning and development issues identified for staff by their managers, through their PDRs, will need to be re-visited and perhaps spread out over a longer period of time.



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<b>3.</b>	<b>Staffing implications of saving:</b>					
<p>Current levels of funding have maximised government grants to ensure that all staff groups benefit from training as has been recognised in achieving our IIP status and in the beacon status for supporting the social care workforce. This proposal will mean that training will need to be re-prioritised and it may well be that some elements are deferred into coming years.</p> <p>The proposal will also impact on our ability to support the workforce through the complex changes currently facing social services particularly with the move into Children's and Adult Social Care services. Training requirements set by the DOH, Climbie enquiry and through Skills for Care will also be effected. The in house training programme will be significantly cut which will impact s on the third sector and however there will be a greater emphasis on training leading to qualification for all grades of staff. Activities such as team away days and attendance of external training will be affected.</p>						
<b>4.</b>	<b>Action required to achieve saving:</b>					
<p>Social work teams to meet the cost of team building and away day activities.</p>						
<b>5.</b>	<b>Possible effect on other directorates:</b>					
<p> </p>						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
<p>This proposal assumes a high level of stability in staff turn over and that existing staff have largely undertaken courses within the existing in house programme. Therefore risk factors include an increase in staff vacancies and the impact of recruiting new staff who require training in Tower Hamlets policies and procedures. The existing training programme takes into consideration current national priorities for training in relation to NVQ and post qualification training. This proposal reduces the council's ability to respond to changing and new requirements. For example the numbers of managers required to hold a management qualification or social work staff to hold the full Post Qualifying Social Work (PQSW) Award.</p> <p>Inability to ensure effective human resources management and a need to ensure that reforms in service provision can be achieved.</p>						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
<p>Efficiency and value for money will continue to be measured by the quality of service provided, staff retention and compliance with government and council objectives.</p> <p>There are elements of Gershon cashable efficiencies, and non Gershon savings in the detail of this savings option, outlined at Section 1.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 15%;"><b>Is this?</b></td> <td style="width: 30%;"><b>Gershon Cashable efficiency</b></td> <td style="width: 10%; text-align: center;"><input checked="" type="checkbox"/></td> <td style="width: 30%;"><b>Non-Gershon Saving</b></td> <td style="width: 15%; text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table>		<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					
<p> </p>						

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/08**

**TITLE OF SAVING OPTION:** Professional Training Scheme

**DIRECTORATE:** Social Services

**SERVICE AREA:** Learning & Development

**LEAD OFFICER:** Sally Holland/Linda Crawford

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	875	243	345	350
HRA				
Other				
<b>TOTAL</b>	875	243	345	350

**1. Details of saving option:**

There are a number of professional training schemes in Social Services which form a key part of the council's strategy for achieving a workforce to reflect the community. Currently there are 54 trainees undertaking social work and occupational therapy training through these schemes. These trainees will be returning to take up qualified positions over the next 5 years. The scheme also contributes to the directorate's recruitment and retention campaign and has had a significant effect on reducing social work and OT vacancies.

The DOH now expects all local authorities to operate trainee social work schemes and has provided funding for this through the National Training Strategy Grant.

One of these schemes is the Positive Action Scheme which comprises a number of training and employment schemes leading to a qualification. Schemes include: Direct access for graduates, an entry level scheme offering work experience prior to qualifying training and a scheme for school/college leavers. It has been normal practice to refill training places as staff qualify.

It is proposed to a) cap replacement funding for locum cover to operational teams at £23,000 b) not to recruit to any of the schemes until 2008.

**2. Service implications of saving:**

The Directorate has an obligation to ensure that it develops the social care workforce, builds capacity within the community, and has strategies in place to meet the Council objective of workforce to reflect the community. By implementing this saving there will be no immediate impact on this obligation, however, capacity to respond to emerging social care needs and the subsequent need to grow new types of social care workers will be reduced. For example social workers for Bangladeshi families with hearing impaired children and Vietnamese and Chinese social workers.

Operational teams will feel the impact of this saving. The cap on replacements funding at 23k will effect the quality and level of replacement staff they can provide.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/08**

<b>3.</b>	<b>Staffing implications of saving:</b>		
<p>There will be a review of the different routes to qualification offered through the scheme in 2006/7 to ensure that it meets new service needs in a cost effective way. Currently there are 8 entry level posts in Adults and Children's divisions that are used as the gateway to social worker training. It is envisaged that from 2007/8 only 4 posts in each division will be used as the gateway to social worker trainee posts. <i>Note: The 4 remaining posts in both Children's and Adults would remain as Family Support Workers/AROs as these posts are funded from within the Divisions..</i></p> <p><i>We have also agreed a range of additional social work training as a one - off which increases staff on qualifying training by a further 22 posts. These staff will qualify over the next 5 years.</i></p>			
<b>4.</b>	<b>Action required to achieve saving:</b>		
<ol style="list-style-type: none"> <li>1. Agree capping of replacement funding</li> <li>2. Agree to halt recruitment to the scheme until 2008/9</li> <li>3. Review the qualification routes during 2006/7 and ensure that training strategy meets the needs of the authority.</li> </ol>			
<b>5.</b>	<b>Possible effect on other directorates:</b>		
<p>The schemes will continue to operate for the coming five years while current trainees complete their training. It is not envisaged that there will be an impact on other directorates.</p>			
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>		
<p>A high vacancy rate occurring in Social Services (in relation to the establishment of the children's or adult care service) or occupational therapy over the coming 2-3 years may mean that we need to revisit the scheme and restart recruitment at an earlier date than 2008/9.</p>			
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>		
<p>This action provides an opportunity to review the scheme and consolidate previous work. The numbers going through the schemes are unprecedented and the scheme is a huge success. It will be important to reassure the community that there has not been a change in policy rather that there is a need for the council to ensure that we can offer a quality service to the large number of trainees going through the system. Efficiency will continue to be measured by the numbers of trainees successfully completing the scheme, users' feedback and service outcomes.</p>			
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b> <input type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/09**

**TITLE OF SAVING OPTION:** Mayfield House Closure

**DIRECTORATE:** Social Services

**SERVICE AREA:** Adult Resources

**LEAD OFFICER:** Christine Oates

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,552	200	200	200
HRA				
Other				
<b>TOTAL</b>	1,552	200	200	200

**1. Details of saving option:**

This option proposes that the Mayfield House Day Centre for Somali Elders is closed, and alternative provision made for existing service users.

**2. Service implications of saving:**

Mayfield House is a 30 place day service, operating from Monday to Friday. It was established some years ago, when the previous Granby Day Centre became a lunch club for Somali elders. It was intended to provide for older people in the Somali community whose level of need was greater than could be met through lunch club provision. However, occupancy has always been low. An average of 14 people attend a day, and it is not currently clear that they all have a level of need which requires a full day care service. There are a total of 25 service users on the register.

**3. Staffing implications of saving:**

The existing staff team would be displaced - 1 manager, 4 day care officers, and 1 cook. Within the Council's 'Handling Organisational Change' procedures, redeployment opportunities would be sought for these staff.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/SS/09**

<b>4. Action required to achieve saving:</b>				
	Care reviews will be undertaken with all service users, to identify the most appropriate alternative provision. In relation to displaced staff, consultation and action will be required in line with the Council's 'Handling Organisational Change' procedures.			
<b>5. Possible effect on other directorates:</b>				
	Transport for the centre is provided by Transport Services in the Environment and Culture Directorate. The transport recharge costs (£37k) have been netted off the projected saving, on the basis of an assumption that they will be redistributed across other cost centres.			
<b>6. Possible risk factors which could prevent this saving being achieved</b>				
	Achieving successful redeployment for all staff could be difficult. However, any potential R&R costs to revenue budgets, which would need to be offset against the saving, are likely to be minimal. It may be difficult to identify appropriate alternative provision for all service users. The saving cited assumes that new costs of £40k will be incurred in commissioning replacement services for some service users.			
<b>7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
	This service is running at 47% occupancy. By ceasing the provision, and re-providing for service users within existing service capacity, resource utilisation will be maximised. The efficiency improvement will be measured via the budgetary effect: the volume of service provided will be maintained within a reduced budget.			
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>8. Please also give details of any non cashable Gershon efficiency associated with this item</b>				
	None			

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/01**

<b>TITLE OF SAVING OPTION:</b>		Reduction in BT rental costs for CCTV lines		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Street Management	<b>LEAD OFFICER:</b>	John Palmer
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	264	80	100	100
<b>HRA</b>				
<b>Other</b>				
<b>TOTAL</b>	264	80	100	100
<b>1.</b>	<b>Details of saving option:</b>			
	As a result of replacing leased BT lines saving the Council's CCTV network with a fibre network in conjunction with the development of a new CCTV Control Room for the Borough, the current costs expended on the BT lines will be saved.			
<b>2.</b>	<b>Service implications of saving:</b>			
	None			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	None			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	The current leased line network will need to be replaced by a fibre network. The funding for the CCTV Control Centre and the fibre network is being provided by NRF with a £250,000 Council contribution.			

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/01</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>				
Delay in replacing the leased lines with a fibre network. Tender returns higher than budget.					
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>				
This saving is generated from a large project relating to the relocation of the CCTV Control Centre to the Borough. Having a CCTV Control Room within the Borough under our own direct control will be both more efficient and effective than the current arrangements.					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>x</b>	<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/02**

**TITLE OF SAVING OPTION:** York Hall –change of energy provision from steam to gas boilers

**DIRECTORATE:** Environment and Culture

**SERVICE AREA:** Recreation **LEAD OFFICER:** Paul Martindill

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,486	10	10	10
HRA				
Other				
<b>TOTAL</b>	1,486	10	10	10

**1. Details of saving option:**

Capital investment provided jointly by LBTH and Greenwich Leisure Ltd will fund the removal of the existing steam boilers at York Hall and replace these with a modern gas heating system. This is projected to provide a significant saving on the costs of heating the building.

**2. Service implications of saving:**

The service will remain operational while the transfer of energy systems is undertaken. The steam system will continue to operate until the gas system is in place and functioning. When this has been achieved the steam system will be removed. This approach ensures service continuity.

**3. Staffing implications of saving:**

There is no staffing implication for this project.

**4. Action required to achieve saving:**

Completion of works currently on site.



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/02**

**5. Possible effect on other directorates:**

None

**6. Possible risk factors which could prevent this saving being achieved**

Gas prices rise significantly above inflation

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

Greater efficiency will be achieved by reduced heating expenditure on a large public building. New gas heating systems provide more efficient heat delivery and less energy waste

**Is this? Gershon Cashable efficiency**

Yes

**Non Gershon Saving**

**8. Please also give details of any non cashable Gershon efficiency associated with this item**

None

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/03**

**TITLE OF SAVING OPTION:** Neighbourhood Wardens – Integration with Safer Neighbourhood and Local Environment Teams

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Environmental Control                      **LEAD OFFICER:** David Saunders

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	206	206	206	206
HRA				
Other				
<b>TOTAL</b>	206	206	206	206

**1. Details of saving option:**

The Safer Neighbourhoods initiative began in three wards in 2004 and was rolled out in each ward across the borough by July 2005. Local Environment Teams (LETS) were established in August 2005 This saving results from the integration of the Neighbourhood Wardens function into the LETs and SNT teams following the end of the part ODPM funded pilot project.

**2. Service implications of saving:**

Every SNT consists of a minimum of six uniformed officers - one sergeant, two constables and three police community support officers (PCSOs). They work to priorities set by local people through the Local Area Partnerships (LAP) Steering Groups, comprised of Tower Hamlets residents. Priorities are set on the basis of consultation with the community and analysis of police and partnership data. The Safer Neighbourhood Teams have taken over the warden's public reassurance and intelligence gathering role while the environmental aspects of the Warden's role is now fulfilled by the Local Environment Teams who work closely with the SNTs

**Staffing implications of saving:**

None. All staff have either been redeployed or found alternative employment

**Action required to achieve saving:**

The saving has already been achieved

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/03</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
None					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>Close working between the LETs and SNT ensures a co-ordinated response to local peoples' concerns across a wide range of safety and environmental issues.</p>					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; width: 40px;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; width: 40px;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/04**

<b>TITLE OF SAVING OPTION:</b>		Accommodation Strategy – reduction of planned maintenance provision		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Propety & Facilities Management	<b>LEAD OFFICER:</b>	Graeme Peacock
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	280	200	280	280
<b>HRA</b>				
<b>Other</b>				
<b>TOTAL</b>	280	200	280	280
<b>1.</b>	<b>Details of saving option:</b>			
	With the implementation of the Office Accommodation Strategy the planned maintenance programme for buildings that will be vacated over the next two years can be wound down and a saving realised.			
<b>2.</b>	<b>Service implications of saving:</b>			
	None			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	None			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	Concentration of planned maintenance expenditure into buildings to be retained.			
<b>5.</b>	<b>Possible effect on other directorates:</b>			
	None			

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/04</b>
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<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>				
None					
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>				
<p>The Council's Office Accommodation Strategy is designed to be more efficient and to deliver best value for money by reducing the number of properties occupied and by occupying properties which are more fit for purpose and hence less expensive to run.</p>					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/05**

<b>TITLE OF SAVING OPTION:</b>		Accommodation Strategy – Staffing /Lease Cost Reductions		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Property & Facilities Management	<b>LEAD OFFICER:</b>	Graeme Peacock
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	14,968	151	677	1,027
<b>HRA</b>				
<b>Other</b>				
<b>TOTAL</b>	14,968	151	677	1,027
<b>1.</b>	<b>Details of saving option:</b>			
	<p>With the implementation of the Office Accommodation Strategy the Council will be closing existing buildings from April 2006 with others to follow in 2007/2008 and 2008/2009. It is anticipated that the LEB Building and 723 Commercial Road will be completely closed and 41/47 Bow Road closed to the public in 2006, with the remainder of buildings in 2007/2008. Whilst some staff will be needed at alternative locations there will be an overall reduction in staff. The majority of staffing reductions will occur in 2007/2008, with lease cost reductions in 2008/2009.</p>			
<b>2.</b>	<b>Service implications of saving:</b>			
	There should be no service implications arising from these savings.			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	<p>All staffing reductions will be managed in accordance with the Council's procedures for handling organisational change and in anticipation of the impact of the Accommodation Strategy over recent months vacant posts have only been filled by agency / temporary staff in order to maximise the scope for minimising the impact of this change on permanent staff.</p>			

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/05**

<b>4.</b>	<b>Action required to achieve saving:</b>					
Phase I of a review of the FM structure commenced in 2005 and consultation will continue during 2006 in relation to the main element of staffing reduction.						
<b>5.</b>	<b>Possible effect on other directorates:</b>					
There should be no effect on other Directorates.						
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>					
Any staffing review has risks associated with it. These principally relate to the time necessary to conclude consultations to achieve the deemed start date for the new structure.						
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>					
The Council's Office Accommodation Strategy is designed to be more efficient and to deliver best value for money by reducing the number of properties occupied and by occupying properties which are more fit for purpose and hence less expensive to run. Initial saving can now be realised on the basis of progress to date on implementing that strategy and will occur in 2006/2007. The remaining savings will accrue in 2007/2008 and 2008/2009 detailed programmes and timescales for finalising these savings are in preparation.						
<b>Is this?</b>		<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					
None						

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/06**

<b>TITLE OF SAVING OPTION:</b>		Structural adjustments within Facilities Management		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Property & Facilities Management	<b>LEAD OFFICER:</b>	Graeme Peacock
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>		95	95	95
<b>HRA</b>				
<b>Other</b>				
<b>TOTAL</b>		95	95	95
<b>1.</b>	<b>Details of saving option:</b>			
	There have been a number of changes of roles and responsibilities within the Facilities Management Team over recent months and one further change is planned in respect of procurement and contract management. On the basis of these changes staffing reductions are possible			
<b>2.</b>	<b>Service implications of saving:</b>			
	It is not anticipated that these changes will have any impact on service delivery.			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	All staffing reductions will be managed in accordance with the Council's procedures for handling organisational change and in anticipation of the change vacancies have been held to minimise the impact on permanent staff.			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	Consultation on review proposals will be conducted to ensure the new structure can become operational on 1 <sup>st</sup> April 2006			



<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/06</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
There should be no effect on other Directorates.					
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>				
Any staffing review has risks associated with it, these principally relate to the time necessary to conclude consultations in time to achieve the desired start date for the new structure.					
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>				
As a result of changing rules and responsibilities the Facilities Management team have been able to deliver the same level of service with reduced resources with a consequential reduction in recharges to service users from April 2006.					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/07**

**TITLE OF SAVING OPTION:** Landscape Architects - Reduction Of Subsidy

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Parks & Play; Sport & Recreation; Arts & Events; Mile End Park  
**LEAD OFFICER:** Geoff Smith

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	79	35	35	35
HRA				
Other				
<b>TOTAL</b>	79	35	35	35

**1. Details of saving option:**

The Landscape Architect Service generates fees to cover most of its operating costs. However, a proportion of the costs of the service is currently met through the revenue budget to support non fee-earning activities. This includes work such as strategy development, Green Flag project work and planning related work.

This savings proposal is achieved through improved efficiencies in the operation of the service, through the introduction of new technology and procurement arrangements.

**2. Service implications of saving:**

New operational arrangements will provide more efficient and effective delivery of landscape projects.

**3. Staffing implications of saving:**

New technologies and operating methodologies will have staff development implications.

**4. Action required to achieve saving:**

Upgrade of current information systems.

Delivery of an appropriate training programme.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/07</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
The proposal is linked to the Council's XP roll out programme in relation to the provision of hardware to support improved design and information handling capacity. Delays in the programme roll out would reduce the ability to meet the proposed targets					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
The Landscape Service is project based provision, handling a range of capital, revenue and externally funded improvement schemes. A range of procedures and recording activities operate in relation to such projects, and these will be used to measure and ensure improvements in service delivery.					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; width: 50px;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; width: 50px;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/08**

**TITLE OF SAVING OPTION:** Review of Licensing

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Trading Standards and  
Environmental Health  
(Commercial)

**LEAD OFFICER:** Colin Perrins

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	437	60	60	60
HRA				
Other				
<b>TOTAL</b>	437	60	60	60

**1. Details of saving option:**

During 2005 it was necessary to manage the transition stage of implementing the new licensing regime. The transitional stage meant the Council was partially administering two licensing regimes. From November 2005 the old regime expired and the new regime become fully operational. A review of the new responsibilities took place during September and October 05 to assess the needs and demands of the new regime.

The current transitional resourcing was based on best evidence available at the time but the review has identified ways of streamlining both frontline and management resourcing.

**2. Service implications of saving:**

None

**3. Staffing implications of saving:**

Savings will be made through staff reductions which will be managed in accordance with the Council's procedures on handling organisational change. Currently there are a number of staff on temporary contracts within the service.

**4. Action required to achieve saving:**

Implementation of the review of the Licensing Team

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/08</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>					
None						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
Any staffing review has risks associated with it. These principally relate to the time necessary to conclude consultations to achieve the deemed start date for the new structure.						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
Any review process will be on the basis that service performance will not be affected. Service performance indicators will be used to assess performance and service standards						
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="width: 50px; text-align: center; border: 1px solid black; padding: 5px;">4</td> <td style="width: 50px;"></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="width: 50px; text-align: center; border: 1px solid black; padding: 5px;"></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	4		<b>Non-Gershon Saving</b>	
<b>Gershon Cashable efficiency</b>	4		<b>Non-Gershon Saving</b>			
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					
None						

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/09**

<b>TITLE OF SAVING OPTION:</b>		Review of Trading Standards, Consumer Advice, Food and Health and Safety		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Trading Standards and Environmental Health (Commercial)	<b>LEAD OFFICER:</b> Colin Perrins	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	General Fund	1,938	40	40
	HRA			
	Other			
<b>TOTAL</b>	1,938	40	40	40
<b>1.</b>	<b>Details of saving option:</b>			
<p>Trading Standards and Environmental Health (Commercial) will be carrying out a number of reviews based on the need to address</p> <ul style="list-style-type: none"> <li>• Recruitment and retention</li> <li>• Implementation of Consumer Direct</li> <li>• Transfer of functions and responsibilities to the Corporate Contact Centre.</li> </ul> <p>The review process has started with a review of Food Safety and Health &amp; Safety and a review of Trading Standards and Consumer Advice. The review will try to reconcile</p> <ul style="list-style-type: none"> <li>• the need to make the authority more attractive to potential applicants</li> <li>• retain current staff</li> <li>• look at cashable and non cashable savings</li> <li>• ensure that the service levels are not adversely affected.</li> </ul>				
<b>2.</b>	<b>Service implications of saving:</b>			
Savings will be made at managerial tiers with front line service provision being unaffected.				
<b>3.</b>	<b>Staffing implications of saving:</b>			
Any staffing reductions will be handled in accordance with the Council's procedures for handling organisational change				
<b>4.</b>	<b>Action required to achieve saving:</b>			
Service reviews to be implemented				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/09**

**5. Possible effect on other directorates:**

None

**6. Possible risk factors which could prevent this saving being achieved**

Any staffing review has risks associated with it. These principally relate to the time necessary to conclude consultations to achieve the deemed start date for the new structure.

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

Any review process will be on the basis that service performance will not be affected. Service performance indicators will be used to assess performance and service standards

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>4</b>	<b>Non-Gershon Saving</b>	
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**8. Please also give details of any non cashable Gershon efficiency associated with this item**

None

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/10**

**TITLE OF SAVING OPTION:** Cultural Services Review

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Parks & Play; Sport & Recreation; Arts & Events; Mile End Park  
**LEAD OFFICER:** Ray Gerlach

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	6,022	55	55	55
HRA				
Other				
<b>TOTAL</b>	6,022	55	55	55

**1. Details of saving option:**

The Cultural Services division is made up of 5 service areas: Parks & Play; Sport & Recreation; Arts & Events; Idea Stores/Libraries; Mile End Park. There have been various minor adjustments to structures over the past seven years, but with the introduction of a new leisure management contract and a best value review of the Parks service it was felt appropriate to review the overall structure. The current review excludes the Idea Stores as a separate staffing re-structuring was only recently completed. The review was completed on 31.12.2005 and staff are now being consulted on the outcome. Efficiency savings of 55K have been identified.

**2. Service implications of saving:**

The review has identified improved efficiencies and will also allow for a degree of re-investment where appropriate. This will not affect the capacity to deliver the current levels of service.

**3. Staffing implications of saving:**

The review is being managed in line with the Council's procedures on managing organisational change and any efficiencies will be targeted at vacancies within the services.

**4. Action required to achieve saving:**

Completion of the review before March 2006



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/10**

<b>5.</b>	<b>Possible effect on other directorates:</b>		
None.			
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>		
Any staffing review has risks associated with it. These principally relate to the time necessary to conclude consultations to achieve the deemed start date for the new structure.			
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>		
Reduction in the overall staffing budget without any loss of service will give an increase in overall efficiency.			
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b> <input type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/11**

<b>TITLE OF SAVING OPTION:</b>		Efficiencies through increased generic working and reduced use of agency and temporary staff			
<b>DIRECTORATE:</b>		Environment and Culture			
<b>SERVICE AREA:</b>		Street Management	<b>LEAD OFFICER:</b> John Palmer		
<b>FINANCIAL INFORMATION:</b>					
		<b>Current Budget</b>	<b>Saving</b>		
		<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	<b>General Fund</b>	3,960	185	265	300
	<b>HRA</b>				
	<b>Other</b>				
<b>TOTAL</b>	3,960	185	265	300	
<b>1.</b>	<b>Details of saving option:</b>				
<p>There has recently been a comprehensive re-structure of the Street Management Division. A further reduction in the use of agency and temporary staff, currently assisting in the Division's work combined with introducing new more generic working practices means that we can gain cashable efficiencies without impairing the effectiveness of the Division.</p> <p>a) Incorporating the Streetworks team into the LETS teams and getting more cross-over in enforcement activities</p> <p>b) Deploying mobile computers for reporting defects thereby streamlining the reporting-in process</p> <p>c) Re-defining the geographical responsibilities of the Highways Inspectors and using the advantages of planned inspections over re-active inspections</p> <p>d) Changing the balance of the Waste Management section to introduce a less costly but more focussed role into the contract management arm</p> <p>e) Reviewing the way that the road safety message is delivered to the public</p>					
<b>2.</b>	<b>Service implications of saving:</b>				
<ul style="list-style-type: none"> <li>• Will get a closer liaison between Streetworks enforcement and LETS teams enviro-crime enforcement by combining some functions.</li> <li>• More efficient working by being more business-like and effective in reporting defects using new technology – streamlining and reducing administrative process</li> <li>• Increased focus on core transportation business and making the best use of external grant funding.</li> <li>• Re-defining the exact duties of the Highways Inspectors in the light of the comprehensive monitoring activities of the LETS teams producing a more integrated monitoring regime.</li> <li>• Strengthening the contract management capacity by bringing in a less costly specialist to work closely with waste management and recycling contractors</li> </ul>					

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/11</b>
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<b>3.</b>	<b>Staffing implications of saving:</b>	
Savings involve reducing the numbers of agency and temporary staff.		
<b>4.</b>	<b>Action required to achieve saving:</b>	
Ceasing use of the services of a number of agency and temporary staff. The enhancements to generic working and embedding of new technology will be implemented on a phased basis to ensure continuity of service.		
<b>5.</b>	<b>Possible effect on other directorates:</b>	
Some LETS teams activities are for Housing Management and Horticulture, these will benefit from the increased co-ordination in enforcement and the increased efficiency from using mobile computers.		
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>	
None		
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>	
Number of enforcement actions Numbers of reports of defects Enhanced performance by contractors as measured by the joint targets in the partnership agreements		
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>
	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>	
None		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/EC/12**

<b>TITLE OF SAVING OPTION:</b>		Review of Support Arrangements for Managers		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Cross directorate	<b>LEAD OFFICER:</b>	Alex Cosgrave
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	1,354	60	60	60
<b>HRA</b>				
<b>Other</b>				
<b>TOTAL</b>	1,354	60	60	60
<b>1.</b>	<b>Details of saving option:</b>			
<p>The Directorate's support services to managers are currently provided from 3 separate locations across the Borough (Mulberry Place, Southern Grove Lodge and Bow Road). This has resulted in a number of systems, processes and procedures for a range of cross directorate requirements being duplicated.</p> <p>In early 2006 the majority of the Directorate's functions will relocate to a single floor at Anchorage House.</p> <p>This will allow for streamlining of support arrangements for managers with the possible creation of a Director's office. The overall result will allow for economies of scale in terms of support service staff.</p> <p>Initial scoping indicates that efficiency savings of £60k can be achieved.</p>				
<b>2.</b>	<b>Service implications of saving:</b>			
Streamlining of support, reduced duplication, improved service quality and reduced cost.				
<b>3.</b>	<b>Staffing implications of saving:</b>			
Any staffing reductions will be managed in accordance with the Council's procedures for handling organisational change.				

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/EC/12</b>
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<b>4.</b>	<b>Action required to achieve saving:</b>				
Review structure of administrative and support service arrangements within Directorate.					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>				
Delays in move to Anchorage House, delays in undertaking structural review. Any staffing review has risks associated with it. These principally relate to the time necessary to conclude consultations to achieve the deemed start date for the new structure.					
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>				
This proposal is considered to be a cashable efficiency saving in line with the Gershon agenda in that improved outcomes and quality will be achieved at a reduced cost level.					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/DR/01**

**TITLE OF SAVING OPTION:** Review of Directorate Business Processes

**DIRECTORATE:** Development & Renewal

**SERVICE AREA:** Development & Building Control/  
Major Projects Development/  
Strategy and Innovation      **LEAD OFFICER:** Emma Peters

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	988	30	40	70
HRA				
Other				
<b>TOTAL</b>	988	30	40	70

**1. Details of saving option:**

We are reviewing business processes as part of our relocation to Anchorage House. The review will consider how procedures can be streamlined through co-location, more effective utilisation of e-government solutions, and digitisation, with the aim of reducing the service overheads associated with administrative and technical support.

**2. Service implications of saving:**

A key aim of the review will be to support the delivery of sustainable service improvements, through the provision of more effective and efficient systems and processes.

**3. Staffing implications of saving:**

Savings may necessitate overall establishment reductions, but it is anticipated that these can be accommodated through deletion of unfilled posts.

**4. Action required to achieve saving:**

The initial review will be undertaken as part of the Directorate relocation and will identify where the efficiency savings will be delivered. Details of the service areas and their required savings will then be incorporated into the finalised Directorate budget for 2006/7, and budget planning process for the following two years.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/DR/01**

**5. Possible effect on other directorates:**

None

**6. Possible risk factors which could prevent this saving being achieved**

Capacity of existing services to absorb the savings.

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

We will deliver on our key performance indicators at less cost in real terms – measured through lower unit costs and continued improvement of priority performance indicators.

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
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**8. Please also give details of any non cashable Gershon efficiency associated with this item**

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/DR/02**

**TITLE OF SAVING OPTION:** Review of Directorate Support Services

**DIRECTORATE:** Development and Renewal

**SERVICE AREA:** Resources

**LEAD OFFICER:** Chris Holme

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	980	30	35	40
HRA				
Other				
<b>TOTAL</b>	980	30	35	40

**1. Details of saving option:**

We will review the provision of Directorate based information and support services, with a focus on improved utilisation of IT, e-procurement and records management.

**2. Service implications of saving:**

The review will consider the level of service required to support sustainable improvements to front line services, and ensure effective and timely delivery of corporate information requirements. The saving will require increased efficiency of service delivery and effective prioritisation of available resources in line with key stakeholder requirements.

**3. Staffing implications of saving:**

The saving is likely to require the deletion on one post. This loss of resource will be accommodated through improvements in the efficiency of working processes and procedures.

**4. Action required to achieve saving:**

We will review key financial and other information support services to assess how they can be provided more efficiently, through more effective utilisation of IT, e-procurement and improved records management. This will take place in parallel with the budget process, and the relocation of the Directorate.



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/DR/02**

**5. Possible effect on other directorates:**

None.

**6. Possible risk factors which could prevent this saving being achieved**

Capacity of the service to absorb the savings.

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

The cost to front-line services of Directorate-based support services will be reduced in real terms, enabling improved unit cost indicators across services

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="checkbox" value="Yes"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
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**8. Please also give details of any non cashable Gershon efficiency associated with this item**

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/DR/03**

**TITLE OF SAVING OPTION:** Procurement of professional agency staff

**DIRECTORATE:** Development & Renewal

**SERVICE AREA:** Development & Building Control/  
Major Project Development/  
Strategy & Innovation      **LEAD OFFICER:** Emma Peters

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	280	11	69	108
HRA				
Other	70			
<b>TOTAL</b>	350	11	69	108

**1. Details of saving option:**

We are in the process of developing a framework agreement for the procurement of our core professional services. These include planning, property, transport and building control specialist staff. The agreement will be tendered in accordance with European procurement regulations. In the short-term we envisage a small saving through more efficient procurement – however in the longer term it is envisaged that the utilisation of agency support across all services will be reduced.

**2. Service implications of saving:**

In the short-term, more efficient procurement of agency staff should enable continuation of current progress in performance improvement. However, in the longer term, the level of savings required may significantly impact the delivery of key development and building control targets.

**3. Staffing implications of saving:**

In the longer term there will be a need for improved efficiency of key Directorate processes to ensure that the permanent establishment is able to deliver the continued service improvements with a reduced number of agency staff.

**4. Action required to achieve saving:**

Work is in progress to develop service briefs, which will form part of the tender documentation. New contractual arrangements should be in place early in the new financial year. At the same time we will develop an action plan for delivering a managed approach to effectively reducing overall agency staff.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

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SAV/DR/03**

**5. Possible effect on other directorates:**

None.

**6. Possible risk factors which could prevent this saving being achieved**

- Procurement exercise does not deliver savings
- Inability to identify areas where reductions in agency staff will not result in deterioration of key performance indicators

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

The proposal will reduce overall costs of service delivery, and hence unit costs.

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="checkbox" value="Yes"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
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**8. Please also give details of any non cashable Gershon efficiency associated with this item**

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/HGF/01**

<b>TITLE OF SAVING OPTION:</b>		Improved rent collection		
<b>DIRECTORATE:</b>		Housing		
<b>SERVICE AREA:</b>		Homelessness		<b>LEAD OFFICER:</b> Colin Cormack
<b>FINANCIAL INFORMATION:</b>				
	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,614	133	269	678
HRA				
Other				
<b>TOTAL</b>				
<b>1.</b>	<b>Details of saving option:</b>			
	Success in the homeless prevention combined with improving Housing Benefit performance will lead to improvement in income collection.			
<b>2.</b>	<b>Service implications of saving:</b>			
	Improved service will be achieved through action outlined in section 4.			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	None			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	Continued success in homeless prevention agenda and improvement in Housing Benefit performance.			
	<p><i>Preventing homelessness and meeting the need of vulnerable residents through: delivery of actions and activities identified in the Homelessness Strategy and Supporting People Strategy such as:</i></p> <ul style="list-style-type: none"> <li>➤ Increased cross sector working to prevent homelessness;</li> <li>➤ Use of family and landlord mediation as a prevention method;</li> <li>➤ Fast tracking housing benefit claims;</li> <li>➤ Family Rent Deposit Scheme to help households into private sector accommodation;</li> <li>➤ revision to the criteria for allocation of and the referral and access routes to supported housing and further work to ensure move on accommodation can be achieved from schemes to make best use of available resources;</li> </ul>			

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/HGF/01</b>
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- revision to referral and access arrangements for floating support, to provide some specialist mental health support, as well as generic support, particularly targeting those from minority ethnic backgrounds who lack family and support networks.

*Benefits Service:* Historically this service has been one of the best in London and judged to be a four star service within the CPA assessment. The change mid year to a new IT system created difficulties and impacted on the results for the remainder of the year. Results have now improved significantly, and are expected to continue to. The Service aims to meet a target at the end of 05/06 of 35 days on average to process a claim, and this should be reduced to 34 days in 06/07, and 33 days in 07/08.

<b>5.</b>	<b>Possible effect on other directorates:</b>
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None

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
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Increase in demand for homelessness service arising from factors outside Authority's control.  
Deterioration in benefits performance

<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
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Improved collection rates will reduce level of debt and associated need for provision for bad debt.

Monitoring of rent arrears and assessment of bad debt provision required.

Is this? **Gershon Cashable efficiency**

yes

**Non-Gershon Saving**

<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>
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**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/01**

**TITLE OF SAVING OPTION:** Communications

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Communications **LEAD OFFICER:** ACE

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	2,219	10	15	41
HRA				
Other				
<b>TOTAL</b>	2,219	10	15	41

**1. Details of saving option:**

Rationalise use of photography – shared digital archive on the intranet and multiple uses.  
Estimate £5K in 06/07 then £10k per annum.  
Increase income target for commercial services £5k in 06/07 and in 07/08 then £31k in 08/09.

**2. Service implications of saving:**

Shared digital archive will improve availability and use of digital images.

**3. Staffing implications of saving:**

None

**4. Action required to achieve saving:**

Work to increase income  
Implementation of digital archive

**5. Possible effect on other directorates:**

Improved service to directors

**6. Possible risk factors which could prevent this saving being achieved**

Significant downturn in advertising market

**BUDGET 2006/07 – 2008/09  
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**Item Ref. No:  
SAV/CE/01**

<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>			
	Increased advertising income will reduce unit cost of EEL Cost per digital image used will decrease without a reduction in the output or quality of the service.			
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>			

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/02**

**TITLE OF SAVING OPTION:** Improving productivity in the Payroll Service

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Human Resources - Payroll      **LEAD OFFICER:** Cara Davani

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,468	31	63	96
HRA				
Other				
<b>TOTAL</b>	1,468	31	63	96

**1. Details of saving option:**

The payroll section is being reviewed to deliver efficiencies and improved value for money. This will result in a reduction of the current staffing levels by four over a period of time.

**2. Service implications of saving:**

The payroll section was last restructured in 2003 and is currently undergoing another restructure which will achieve additional savings. The team now compares favourably with other London Boroughs according to recent IPF benchmarking data.

**3. Staffing implications of saving:**

This would result in a reduction of the establishment by 4 employees. The reduction will be achieved over a gradual period and will be implemented through the agreed procedures for handling organisation change.

**4. Action required to achieve saving:**

Carry out restructure and consultation with staff in accordance with Council HR procedures.

**5. Possible effect on other directorates:**



**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:**

**SAV/CE/02**

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>		
	Although the restructure is designed to avoid any reduction in quality, reduced standards could result in a loss of external customers and associated income.		
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>		
	This proposal will ultimately reduce the unit cost of the payroll service without affecting the quality and level of service.		
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b> <input type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/03**

**TITLE OF SAVING OPTION:** Productivity improvements – HR Strategy

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** H R – Strategy **LEAD OFFICER:** Cara Davani

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,301	13	51	58
HRA				
Other				
<b>TOTAL</b>	1,301	13	51	58

**1. Details of saving option:**

2006/07

The duties currently carried out by two posts will be rationalised and consolidated resulting in the reduction of 0.5 FTE. This will be facilitated by greater use of the Intranet for routine HR processes.

2007/08

One senior HR advisor post will be deleted from the establishment

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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Item Ref. No:

SAV/CE/03

<b>2.</b>	<b>Service implications of saving:</b>				
All of the proposed savings above would be achieved by reduced staffing in the Human Resources Strategy Team. This would require half an administrative post being deleted which should not impact directly on service delivery. Reducing a senior human resources adviser post will require reallocation of duties amongst the remaining advisers.					
<b>3.</b>	<b>Staffing implications of saving:</b>				
The proposed saving would result in deleting half of one post (scale 5) from the Human Resources Strategy Team establishment in 2006/7 and a senior adviser post (PO4) in 2007/8.  The reductions would be implemented using the Council's agreed procedures for handling organisational change.					
<b>4.</b>	<b>Action required to achieve saving:</b>				
The team will need to implement the actions that resulted from the EFQM assessment process to make documentation and advice more accessible and reduce the time spent by the Human Resources Strategy Team in dealing with enquiries and requests for advice.					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
The proposed savings could reduce the capacity to respond to requests for advice from senior managers and Directorate Human Resources Teams and support major improvement or change projects.					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
The outputs currently achieved by senior human resources advisers will be achieved despite reducing the establishment by one post.  The duties carried out by two administrative posts will also be combined and rationalised to enable duties to be undertaken by one post.					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; border: 1px solid black; width: 50px; height: 30px;"><b>YES</b></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; border: 1px solid black; width: 50px; height: 30px;"></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<b>YES</b>	<b>Non-Gershon Saving</b>	
<b>Gershon Cashable efficiency</b>	<b>YES</b>	<b>Non-Gershon Saving</b>			
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
Greater use will be made of the Council's intranet to make Human Resources policies, procedures and guidance notes and standard forms more accessible.					

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/04**

**TITLE OF SAVING OPTION:** Reduced Insurance Claims

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** Risk Management                      **LEAD OFFICER:** Richard Ellis

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	488	22	52	82
HRA				
Other				
<b>TOTAL</b>	488	22	52	82

**1. Details of saving option:**

The savings will be achieved by implementing developing best practice to reduce inflated or invalid insurance claims. The savings will be achieved in the reduction of pay-outs and consequently in the recharge to directorates.

The project will include the implementation of a whistle-blowing hotline jointly with other Boroughs to share costs and intelligence, and the employment of a dedicated claims investigator. The costs will be met from the savings, and the savings above are therefore net of those costs.

**2. Service implications of saving:**

The project will increase the ability to service legitimate claims.

**3. Staffing implications of saving:**

The creation of one post funded from savings.

**4. Action required to achieve saving:**

Develop Job Description for claims investigator post, advertise and fill (internally).  
Develop partnership with other Boroughs.  
Contract to deliver whistle blowing hotline.  
Advertise hotline.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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Item Ref. No:

SAV/CE/04

<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
The level of total claims received is uncertain, as is the level of inflated claims. However, experience in other organisations shows a reduction in claims of up to 25% (volume not value). The saving is estimated based on achieving a 5% reduction year on year on small and personal injury claims. The estimate allows for the impact of Housing Choice and other initiatives to reduce claims.					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>By weeding out fraudulent or exaggerated claims, the Council will be meeting its legal liabilities at its true cost. The reduction in the level of claims will assist the efficient processing of genuine claims. The adoption of this project will influence our insurers risk assessment and will help maintain value for money in insurance premiums.</p> <p>The efficiency will be measured by the recording of rejected claims.</p>					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="padding: 5px;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="padding: 5px;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

Item Ref. No:

SAV/CE/05

**TITLE OF SAVING OPTION:** Audit & Inspection Fees saving

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Corporate Finance

**LEAD OFFICER:** Alan Finch

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	453	108	108	108
HRA				
Other				
<b>TOTAL</b>	453	108	108	108

**1. Details of saving option:**

Audit Commission charges are partly based on the size of the authority and partly on the level of perceived risk. Tower Hamlets is a 'three star' and improving authority which has been receiving positive reports on its financial management and governance arrangements. As a consequence charges for external audit and inspection have reduced.

**2. Service implications of saving:**

There are no service implications.

**3. Staffing implications of saving:**

There are no staffing implications arising from this saving.

**4. Action required to achieve saving:**

No action is required to achieve this saving other than to maintain current standards of financial management and governance. The scale of fees is set by the Audit Commission and notified to authorities.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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Item Ref. No:

SAV/CE/05

**5. Possible effect on other directorates:**

None. All Directorates will have to play a part in maintaining current levels of performance.

**6. Possible risk factors which could prevent this saving being achieved**

It is possible that, if the progress that has taken place within the authority is reversed, the charge could increase again. However, in general, the Commission is aiming at charging less for audit and inspection by introducing 'lighter touch' inspections and encouraging managed audit and self-assessment. It is more likely that further improvements in the Council's performance will lead to further fee reductions.

**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

The saving represents a cashable efficiency, as the reduction in costs will not affect services to the community.

Is this?

Gershon Cashable  
efficiency
Non-Gershon  
Saving
**8. Please also give details of any non cashable Gershon efficiency associated with this item**

Indirectly, further improvements in financial management and governance and service performance would improve the efficiency of the organisation by reducing the risks facing the authority, enabling a lighter touch monitoring regime and freeing resources for other purposes.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

Item Ref. No:

**SAV/CE/06**

**TITLE OF SAVING OPTION:** Rationalisation of Admin Support & Increased Income from Council Tax and Business rate Defaulters

**DIRECTORATE:** Chief Executives – Resources

**SERVICE AREA:** Revenues

**LEAD OFFICER:** Paul McDermott

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	939	43	43	43
HRA				
Other				
<b>TOTAL</b>	939	43	43	43

**1. Details of saving option:**

- a) Reorganisation of the group's management responsibilities has enabled more efficient administrative support to be provided to a streamlined management team.
- b) Increasing the income anticipated from the imposition and collection of statutory costs as a result of the non-payment of council tax and business rates.  
The Council does not currently apply for the maximum summons or liability order costs agreed by the Inner London Magistrates Court Service. The level of costs presently imposed for council tax are £55 for a summons and £20 for the liability order. These levels could be adjusted to £60 and £20 respectively.  
Business rates costs are £110 and £50, and these would be raised to £120 and £55.

**2. Service implications of saving:**

None

**3. Staffing implications of saving:**

There are no staffing implications as the post to be deleted recently became vacant.

Residents in receipt of 100% council tax benefit will not be affected by these increases as they are not liable to pay council tax. Officers will continue to have discretion to waive these costs on the grounds of hardship or other mitigating circumstances where the additional charge appears excessive or unreasonable.

There are no other service implications as existing procedures and processes will remain unchanged by the increase in the level of court costs imposed.



<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/CE/06</b>
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<b>4.</b>	<b>Action required to achieve saving:</b>				
<p>A formal consultation process has been carried out specifically dealing with the deletion of this post and there is no further action required.</p> <p>Agreement will be sought with the Chief Clerk at Thames Magistrates Court to increase the level of costs applied in respect of these actions.</p>					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<p>The level of late or non-payment affects this income. If all council tax and business rates are paid on, or before the date it is due, no court action will be necessary therefore no additional costs can be imposed. This option assumes that the number of default cases remain stable which has been the case in previous financial years when costs have been increased.</p>					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>The team have benefited from the introduction of document imaging and workflow technology which has enabled streamlining of the admin support provision.</p>					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 20px; text-align: center;"><b>X</b></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 20px;"></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>	
<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>			
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

Item Ref. No:

**SAV/CE/07**

**TITLE OF SAVING OPTION:** Reduced staffing costs following implementation of Orator Voice recognition / workforce planning software

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Customer Access

**LEAD OFFICER:**

Head of Customer Access

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,508	47	96	145
HRA				
Other				
<b>TOTAL</b>	1,508	47	96	145

**1. Details of saving option:**

With the recent implementation of the Orator voice recognition software, we anticipate being able to reduce internal calls to the switchboard. Currently they represent 20% of all calls. We would expect one post to be freed up as a result.

In 2007-9 greater savings will arise through the utilisation of workforce planning software enabling the council to staff at the optimum level across access channels.

**2. Service implications of saving:**

None

**3. Staffing implications of saving:**

None – It is expected that savings will be achieved through natural wastage/turnover

**4. Action required to achieve saving:**

Implement Orator and workforce planning software.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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Item Ref. No:

SAV/CE/07

<b>5.</b>	<b>Possible effect on other directorates:</b>				
Staff will need to use the on line directory or intranet					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
Resistance to change Technology problems					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Input costs (staffing) will reduce whilst the same level of information/service will be available.					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="padding: 5px;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="padding: 5px;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/08**

<b>TITLE OF SAVING OPTION:</b>		Reduction in one post, additional income from Nationality checking		
<b>DIRECTORATE:</b>		Chief Executive's		
<b>SERVICE AREA:</b>		Registration of Births, Deaths & Marriages	<b>LEAD OFFICER:</b> Sara Williams	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
	348	41	55	83
	<b>General Fund</b>			
	<b>HRA</b>			
<b>Other</b>				
<b>TOTAL</b>	348	41	55	83
<b>1.</b>	<b>Details of saving option:</b>			
<u>2006/07 and 2007/08</u> A restructuring of the service has been undertaken resulting in a net reduction of one PO3 post. Additionally, a new income stream has become available by the introduction of a Nationality checking service (a pre-requisite of becoming a British Citizen and a valued service to local residents), which commenced in the autumn of 2005.				
<b>2.</b>	<b>Service implications of saving:</b>			
<u>2006/07 and 2007/08</u> Existing work resulting from the saving of the PO3 post to be subsumed into other work packages and some realignments of roles will be necessary. Work arising from the Nationality Checking Service is commensurate with the grades of existing staff.				

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/CE/08</b>
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<b>3.</b>	<b>Staffing implications of saving:</b>
<p><u>2006/07 and 2007/08</u> Reduction of one PO3 post achieved through redundancy/early retirement of Service Manager following reorganisation - already complete</p>	
<b>4.</b>	<b>Action required to achieve saving:</b>
To commence a restructuring exercise and consult staff/Trade Unions.	
<b>5.</b>	<b>Possible effect on other directorates:</b>
None.	
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
None.	
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
<p>The proposal reduces the staffing resource in the Registrars' Service with no reduction in workload or customer service.</p> <p>The efficiency improvement will be measured via the Performance Management process and customer feedback.</p> <p>Is this?      <b>Gershon Cashable efficiency</b>      <input checked="" type="checkbox"/>      <b>Non-Gershon Saving</b>      <input type="checkbox"/></p>	
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>
The proposal reduces the staffing resource in the Registrars' Service with no reduction in workload or customer service.	

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/09**

**TITLE OF SAVING OPTION:** Crime Reduction Services

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Crime Reduction Services      **LEAD OFFICER:** Olivia McLeod

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	677	16	31	48
HRA				
Other				
<b>TOTAL</b>	677	16	31	48

**1. Details of saving option:**

We will save by working more smartly firstly in the Crime Strategy and Performance Team and then more widely across the service making better use of technology and thereby reducing the need for administrative support and saving on the staffing budget. In 2006/07 this will enable us to reduce the funding for admin support by £16k. The planned implementation of centralised systems around data-sharing, communications and financial support, plus greater co-location should support the phased reduction of administrative staff.

**2. Service implications of saving:**

Existing post-holders will need to work flexibly to cover tasks such as minuting and meeting organisation.

**3. Staffing implications of saving:**

A full time admin post (currently being filled by agency staff) will be reduced to part time.

**4. Action required to achieve saving:**

Reprofiling of 2006/07 staff budget for CSP and reduction in hours of current agency staff.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/CE/09</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>					
None.						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
None						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
<p>Working smarter – for example replacing manual information sharing with electronic systems, pooling resources on administrative tasks, and working in a flexible, multi-tasking way – will make the service as a whole more efficient and provide better value for money. We will demonstrate this by meeting our performance objectives while making the saving.</p>						
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 30px; vertical-align: middle;"><b>X</b></td> <td style="text-align: center; width: 100px;"></td> <td style="text-align: center;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 30px; vertical-align: middle;"></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<b>X</b>		<b>Non-Gershon Saving</b>	
<b>Gershon Cashable efficiency</b>	<b>X</b>		<b>Non-Gershon Saving</b>			
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					
None						

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

Item Ref. No:

SAV/CE/10

**TITLE OF SAVING OPTION:** Democratic and Members' Support savings

**DIRECTORATE:** Chief Executive

**SERVICE AREA:** Democratic Renewal & Engagement      **LEAD OFFICER:** Sara Williams

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	2,821	22	32	87
HRA				
Other				
<b>TOTAL</b>	2,821	22	32	87

**1. Details of saving option: EITHER**

2006/07

- Rationalise administrative support to enable deletion of vacant 0.5 admin post (savings=£13K) (post currently supports Consultation and Involvement Team)
- Transfer MPA funded resource for supporting Borough Policing Forum to Crime Reduction Services, removing council subsidy of £9k

**2. Service implications of saving:**

Reduction in admin support will require greater efficiency and self-servicing, use of IT. Transfer of MPA-funded resource will produce greater synergy in community engagement on policing matters.



<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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Item Ref. No:

SAV/CE/10

<b>3.</b>	<b>Staffing implications of saving:</b>				
06/07 change will result in non-filling of a vacant post					
<b>4.</b>	<b>Action required to achieve saving:</b>				
Not recruiting to vacant admin post Restructuring MPA funded staff					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
None immediate.					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Unit costs will reduce in the team					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="padding: 5px;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="padding: 5px;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
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<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

Item Ref. No:

SAV/CE/11

**TITLE OF SAVING OPTION:** Research and Scrutiny

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Research and Scrutiny      **LEAD OFFICER:** Michael Keating

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	833	24	49	75
HRA				
Other				
<b>TOTAL</b>	833	24	49	75

**1. Details of saving option:**

During the second year of its operation (05/06) Research and Scrutiny Team members (across all its functions) have had a strong training budget to develop their skills. This has benefited the Council as a whole as it helps reduce the need for consultants and ensures the range of performance management, research and scrutiny tasks can be conducted in-house. In future it will be this work itself which will develop the overall skills of the section. This will also reduce any reliance on the use of outside consultants to support best value or other review work. A reduction in the relevant budget will achieve required saving of £24k in 2006/07.

**2. Service implications of saving:**

Reducing training, consultancy and support costs in 2006/07 and 2007/08 will require discipline and effective monitoring to ensure that saving is implemented. However to date there has been a number of 'start up' costs incurred in the continuing establishment of the team. The demand for this expenditure will lessen as the skills of team members continue to develop. Research and Scrutiny will aim to ensure that there are no direct service implications in achieving this saving. The greater development of the Team's skills will also enable the opportunity for reducing team numbers.

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/11**

<b>3. Staffing implications of saving:</b>	There would be no staffing implications in 2006/07 or 2007/08.		
<b>4. Action required to achieve saving:</b>	<p>Improved management of training, consultancy and support costs will continue to be necessary including staff awareness of the importance of achieving the saving.</p> <p>The proposals include a contingency to help delivery.</p>		
<b>5. Possible effect on other directorates:</b>	There should be no immediate impact on other directorates.		
<b>6. Possible risk factors which could prevent this saving being achieved</b>	There are no significant risk factors in respect of this budget in 2006/07.		
<b>7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>	<p>This proposal will demand that existing resources are used more effectively. In addition enhancing the skills of team members will be evidenced by external and internal inspection of the services provided as well as those services affected by the support provided to them by Research and Scrutiny.</p> <p>Is this?      <b>Gershon Cashable efficiency</b>      <input checked="" type="checkbox"/>      <b>Non-Gershon Saving</b>      <input type="checkbox"/></p>		
<b>8. Please also give details of any non cashable Gershon efficiency associated with this item</b>	It is unclear at this stage the extent of any potential non-cashable efficiency. This will require further development alongside the implementation of proposed Housing Choice and other Gershon efficiency savings.		

**BUDGET 2006/07 – 2008/09  
SAVING OPTIONS**

**Item Ref. No:  
SAV/CE/12**

**TITLE OF SAVING OPTION:** Consolidation and rationalisation of ICT infrastructure and software licences.

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** ICT **LEAD OFFICER:** Jim Roberts

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	9,107	158	392	545
HRA				
Other				
<b>TOTAL</b>	9,107	158	392	545

**1. Details of saving option:**

Consolidation of infrastructure around Microsoft's Active Directory will allow streamlining of Novell and Zen licences (£25K). Centralised licence and contracts management including faster turnaround in reclaiming of leaver licences and re-assigning to new ICT users (new starters) will help control license costs by a further £70k.

The current budget allows for hardware and software including working tools and consumables. New PCs and laptops will be acquired through the Corporate Procurement arrangements and the hardware and software budget can be reduced by £40k to reflect this.

In addition to the maintenance cost of £22K and upgrade work of £6K for the Council Tax system, there is a supplementary provision within the ICT budget of £23K for enhancements and customisation of interfaces. The system has recently been upgraded, and this supplementary provision is no longer considered necessary.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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Item Ref. No:

SAV/CE/12

**2007/08**

Consolidation of telecommunications lines by using CCTV technology, streamlining software licences and hardware maintenance, bulk printing processes and consolidating Directorate and Corporate ICT.

**2008/09**

Potentially, savings of £153K have been identified at line by line level through future consolidation of contracts, licenses and maintenance on the back of simplified infrastructure

**2. Service implications of saving:**

The following licences are affected:

Novell: This saving will be made through not upgrading Novell and migrating to Microsoft and Active Directory.

Lotus Notes savings will be made by reclaiming and re-assigning leaver licences to new users more quickly.

As long as ICT equipment purchased is of standard specification there will be limited implications for users.

All bespoke developments and enhancements to the Council Tax system will need to be kept to minimum to keep the software as close as possible to standard product. Working practices would where necessary need to be changed to fit the standard version. This would also assist in deploying application upgrades more quickly.

Any significant work which could not be funded by NNDR & Community Charge and Central Reserves would need to be appropriately represented with a bid during the budgetary process (these are normally one-off costs).

**3. Staffing implications of saving:**

None

**4. Action required to achieve saving:**

Putting in place the processes to reclaim leaver user licences and associated storage.

Planning the migration to Microsoft and Active Directory.

Non renewal of existing licensing agreements.

Review hardware and software refresh requirements.

Ensure that business cases are made to ICT for higher specification desktop machines.

Ensure that any specialist high specification machine requirements are covered by relevant budgetary provision.

<b>BUDGET 2006/07 – 2008/09 SAVING OPTIONS</b>
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<b>Item Ref. No: SAV/CE/12</b>
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Council to increase its profile in IBS's national C.Tax user group to influence the direction of future development of the C.Tax product. Any significant enhancement or upgrade development outside the standard would have to be met either from the client budget or be planned in advance through submission of successful bid.

<b>5.</b>	<b>Possible effect on other directorates:</b>
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C.Tax and Benefits applications are closely connected; hence working practices in Benefits may need to change where new standard functionality differs from LBTH practices.

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
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Unforeseen significant rise in software costs due to market consolidation.

Significant rise in new ICT users.

Unforeseen significant increase in level of business resilience and availability required.

Unforeseen significant rise in hardware and/or software due to market consolidation.

Significant change in PC refresh cycles due to applications and vendors requiring higher specification machines.

Unplanned, urgent statutory/legislative changes that require enhancements to system would need to be funded by C.Tax section.

<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
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Reduction in this budget will help control ICT spend per employee.

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
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<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>
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**Summary of Non-Cashable Efficiencies  
2006/07 to 2008/09**

**Appendix E**

Ref	Description	Service Area	2006/2007	2007/2008	2008/2009
			£000	£000	£000
<b>EDUCATION</b>					
NCE/ED/01	Safeguarding Children	Access & Inclusion	66	66	66
NCE/ED/02	Building Schools for the Future	Strategic & Operational Services	200	200	200
NCE/ED/03	Information Mangement System	Standards & Schools Development	50	50	50
NCE/ED/04	National Education Strategy	Standards & Schools Development	82	82	82
NCE/ED/05	Project Management Costs	Strategic & Operational Services	40	40	40
NCE/ED/06	Children's Administrator	Access & Inclusion	30	30	30
NCE/ED/07	Parents' Co-Ordinator	Access & Inclusion	46	46	46
NCE/ED/08	Junior Youth	Access & Inclusion	50	50	50
NCE/ED/09	LEA Standards Fund Grants	Standards and School Development / Access and Inclusion	36	73	148
NCE/ED/10	Youth Services Re-commissioning	Youth and Community Services	-	240	247
NCE/ED/11	Finance	Strategic and Operational Services	23	24	24
NCE/ED/12	Integration of Children's Services	Strategic and Operational Services	100	110	120
NCE/ED/13	Reduction of Sickness Absence	Strategic and Operational Services	110	226	349
<b>Total Non-Cashable Efficiencies_Education</b>			<b>833</b>	<b>1,237</b>	<b>1,452</b>
<b>SOCIAL SERVICES</b>					
NCE/SS/01	Unit cost increases below inflation	Social Services	850	850	850
<b>Total Non Cashable Efficiencies_Social Services</b>			<b>850</b>	<b>850</b>	<b>850</b>
<b>ENVIRONMENT &amp; CULTURE</b>					
NCE/EC/01	Waste Collection Streetscene Enhancements	Street Management	750	750	750
NCE/EC/02	Leisure Management Contract	Recreation	288	288	288
NCE/EC/03	Library Book Procurement	Cultural Services	41	41	45
NCE/EC/04	Capital Works and Measured Term Contracts (Revised contracts arrangements)	Street Management: Transportation and Highways	733	733	1,063
NCE/EC/05	Brady Arts and Community Centre	Arts and Events	13	13	13
NCE/EC/06	Idea Stores – Reduction in Unit Costs	Culture	832	974	1,481
NCE/EC/07	Env Health and Trading Standards Service Efficiencies	Environmental Control	-	27	27
<b>Total Non-Cashable Efficiencies_Environment &amp; Culture</b>			<b>2,657</b>	<b>2,826</b>	<b>3,667</b>
<b>DEVELOPMENT &amp; RENEWAL</b>					
NCE/DR/01	Cost-Effectiveness of Development Control	Development Control	30	30	30
<b>Total Non-Cashable Efficiencies_Development &amp; Renewal</b>			<b>30</b>	<b>30</b>	<b>30</b>

**Summary of Non-Cashable Efficiencies  
2006/07 to 2008/09**

**Appendix E**

<b>CHIEF EXECUTIVE'S</b>					
NCE/CE/01	Centralised work processes and increased caseload	Crime Reduction Services	11	23	34
NCE/CE/02	Absorb increased workload into existing team/Extended streamlined services	Equalities and Inclusion	35	45	50
NCE/CE/03	Digital materials	Communications	12	25	38
NCE/CE/04	Registrars' Service Efficiencies	Democratic Renewal & Engagement	41	41	41
NCE/CE/05	Meeting increased demand within existing resources	Democratic Renewal & Engagement	40	80	80
NCE/CE/06	Team members' roles and responsibilities	Research and Scrutiny	12	24	37
NCE/CE/07	Implementation of Excelsis and improved productivity	Policy and Partnership / Partnership Support	6	12	17
NCE/CE/08	Reduced work put to external sources	Legal Services	32	32	32
NCE/CE/09	Corporate Finance	Corporate Finance	44	90	136
NCE/CE/10	Increased Productivity - Absorbing workload into smaller team	Risk Management	8	17	17
NCE/CE/11	Sickness Absence	All	41	82	123
NCE/CE/12	Increased Productivity & Impact	Corporate Procurement Unit	8	8	8
NCE/CE/13	Improved Productivity- Council Tax Collection	Revenues	55	110	165
NCE/CE/14	Increased Flexibility and Productivity of staff through generic job descriptions	Customer access	23	48	72
NCE/CE/15	New Desktop Refresh Contract with Dell	ICT	117	243	351
NCE/CE/16	Reduced time spent on the administration of schemes	Employment (Equality Initiatives)	28	57	86
NCE/CE/17	Continuous Improvement across the Directorate	All	-	50	100
<b>Total NCE's Chief Executive's</b>			<b>513</b>	<b>987</b>	<b>1,387</b>
<b>GRAND TOTAL NON-CASHABLE EFFICIENCIES</b>			<b>4,883</b>	<b>5,930</b>	<b>7,386</b>



**Housing Stock Reduction Savings  
2006/07 - 2008/09**

**Appendix F1**

Ref	Description	Service Area	2006/2007 £000	2007/2008 £000	2008/2009 £000
<b>ENVIRONMENT &amp; CULTURE</b>					
HOU/EC/01	Transport Services	Transport Services (TSU)	13	13	13
HOU/EC/02	Container Hire	Street Management	100	209	209
HOU/EC/03	Collection of Bulk Waste from Housing Estates	Street Management	62	130	130
HOU/EC/04	Cleansing of Service Roads	Street Management	25	52	52
HOU/EC/05	Reduction of Horticultural Maintenance & Monitoring	Cultural Services - Parks & Play	163	340	340
HOU/EC/06	Technical Information & Surveying (TIS)	Property & Facilities management	71	148	148
HOU/EC/07	Depots	Property & Facilities management	8	16	16
HOU/EC/08	Health & Safety	Property & Facilities management	7	15	15
<b>Total Housing Stock Reduction Savings_Environment &amp; Culture</b>			<b>449</b>	<b>923</b>	<b>923</b>
<b>CHIEF EXECUTIVE'S</b>					
HOU/CE/01	ICT Savings	ICT	646	910	1,238
HOU/CE/02	Deletion of posts and increased income	Legal Services	331	641	641
HOU/CE/03	Deletion of Complaints Officer posts	Legal Services	35	35	35
HOU/CE/04	Human Resources Strategy	Human Resources Strategy	17	103	103
HOU/CE/05	HR Operations – Reduced Staffing levels	Human Resources	50	157	157
HOU/CE/06	Crime Reduction Services	Crime Reduction	48	100	100
HOU/CE/07	Members' Support and Democratic Services	Democratic Renewal & Engagement	90	167	167
HOU/CE/08	Cashiers – Review of Counter Service	Revenues (Cashiers)	45	45	45
HOU/CE/09	Internal Audit – Revised Coverage	Risk Management	20	20	39
HOU/CE/10	Insurance reduced claims	Risk Management	27	61	61
HOU/CE/11	Payments – reduced transactions	Payments	36	76	76
HOU/CE/12	Research and Scrutiny staffing reductions	Research and Scrutiny	32	66	66
HOU/CE/13	Payroll – Cost reduction/income generation	HR – (Payroll)	42	87	87
HOU/CE/14	Reduction in Staffing	HR (Learning & Development)	34	70	70
<b>Total Housing Stock Reduction Savings_Chief Executive's</b>			<b>1,453</b>	<b>2,538</b>	<b>2,885</b>
<b>GRAND TOTAL HOUSING STOCK REDUCTION SAVINGS</b>			<b>1,902</b>	<b>3,461</b>	<b>3,808</b>

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<b>BUDGET 2006/07 – 200/09</b>
<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

<b>Item Ref. No:</b> <b>HOU/EC/01</b>
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<b>TITLE OF SAVING OPTION:</b>		Transport Services		
<b>DIRECTORATE:</b>	Environment and Culture			
<b>SERVICE AREA:</b>	Transport Services (TSU)	<b>LEAD OFFICER:</b>	John Stevens	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>	5,903	13	13	13
<b>TOTAL</b>	<b>5,903</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>1.</b>	<b>Details of saving option:</b>			
<p>In order to achieve this saving, the number of vehicles provided to and used by the HRA will need to be reduced. Housing currently operate 15 vehicles and following detailed discussions they have agreed this number will be reduced to 13 following stock transfer giving a saving of £13,000 p.a.</p>				
<b>2.</b>	<b>Service implications of saving:</b>			
<p>Housing operate 15 vehicles currently. Size and lease costs vary and precisely which vehicles are surrendered will impact on the saving achieved. The vehicles are all on leases from TLS and any termination of this agreement would result in termination penalties, dependent on lease rates and time remaining. TLS may allow the Council to sub-contract the leases but it is unlikely that they would transfer the lease agreement to a third party. The Council operates an overall fleet of approx. 200 vehicles. The Housing fleet equates to 7% of the total fleet. Only two staff manage the Council's Fleet and therefore there is no slack for employee reductions in this area. Therefore, any impact of reduction of the Housing Fleet on TSU budgets would require an adjustment of premises and support costs being transferred to other Trading Accounts – most likely Passenger Services (where there is greater opportunity of income generation to counteract a reduction in income to the Unit).</p> <p>Each Trading Account has a zero-based budget and therefore identified changes in fleet size or reduced or alternative sources of income are taken account at the time of any change. TSU has experience of managing small reductions in its income. The key, however, is the ability, if at all possible, to seek other uses for the vehicles identified by Housing as being surplus to its requirements.</p>				

<b>BUDGET 2006/07 – 200/09 HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No: HOU/EC/01</b>
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<b>3.</b>	<b>Staffing implications of saving:</b>					
None						
<b>4.</b>	<b>Action required to achieve saving:</b>					
TSU has discussed costs and options with the Housing Directorate regarding individual vehicle transfers and agreed which vehicles will no longer be required. These vehicles have been reallocated on a commercial basis to partner organisations in order to effect the saving.						
<b>5.</b>	<b>Possible effect on other directorates:</b>					
Insurance Fund will be reduced as, even where vehicles are managed and maintained by the Council, they will have to be insured by the user organisation.						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
Relevant organisations want to manage and maintain their own fleet.						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
Efficiency savings in TSU, as a trading account, are gained through greater asset utilisation and management of operational costs rather than cutting its fixed costs.						
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>			<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					
None						

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/EC/02**

**TITLE OF SAVING OPTION:** Container Hire

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Street Management

**LEAD OFFICER:** Fiona Heyland

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	294	100	209	209
<b>TOTAL</b>	<b>294</b>	<b>100</b>	<b>209</b>	<b>209</b>

**1. Details of saving option:**

HRA is charged a container hire charge based on the number of bins located at each housing estate. With a stock transfer to Registered Social Landlords the cost of bin hire will transfer from the HRA to the RSL's. It is reasonable to expect that on average costs would reduce roughly in proportion to the transfer of stock.

**2. Service implications of saving:**

RSL's may choose to provide their own waste bins rather than continue to rent bins from the Council.

**3. Staffing implications of saving:**

None

**4. Action required to achieve saving:**

Ensure that all properties to be transferred are identified to Street Management, including full details of RSL and date of transfer so that RSL can be approached direct to recharge bin rental costs.

**5. Possible effect on other directorates:**

None

<b>BUDGET 2006/07 – 200/09</b>
<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

<b>Item Ref. No: HOU/EC/02</b>
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<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
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None

<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
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Is this?      **Gershon Cashable  
efficiency**

**Non-Gershon  
Saving**

<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>
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**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/EC/03**

**TITLE OF SAVING OPTION:** Collection of Bulk Waste from Housing Estates

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Street Management

**LEAD OFFICER:** FIONA HEYLAND

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	183	62	130	130
<b>TOTAL</b>	<b>183</b>	<b>62</b>	<b>130</b>	<b>130</b>

**1. Details of saving option:**

Housing currently operates a service for the collection of bulk waste from estates, via a third party contractor. The waste collected is delivered to Northumberland Wharf Waste Transfer Station therefore the cost of disposing of this waste is currently recharged to the HRA.

**2. Service implications of saving:**

The collection of bulk waste from housing estates has been included within the new Waste Collection contract. A schedule of properties and frequency of collection has been identified and tenderers have priced the service according to this information. BAFO documentation for this contract explicitly outlines implications of Housing Choice for this service by informing contractors that where housing estates are transferred to an RSL, and that organisation does not wish to continue the service, or wishes to continue the service through alternative arrangements, any financial loss arising must be borne by the contractor.

**3. Staffing implications of saving:**

None for LBTH staff

**4. Action required to achieve saving:**

Bulk Waste services to transferred housing stock must cease or RSL's must agree to pay the full disposal costs for the waste if the service continues to be provided to that stock.

<b>BUDGET 2006/07 – 200/09 HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No: HOU/EC/03</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>					
None						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
<p>In addition to the bulky waste collection service provided by Housing the Council also offers a universal service of two free collections per year per household. The new waste contract includes this service and contractors have priced on the basis of the historical data provided about levels of service (c 18,000 collections a year). There is a risk that if RSLs choose not to provide a bulky waste disposal service and/or encourage residents to make individual appointments to have their bulky waste collected under the Council's universal service the cost of waste disposal to the Council may not reduce proportionately as a result of the stock transfer.</p>						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
<table style="width: 100%; border: none;"> <tr> <td style="width: 15%; vertical-align: bottom;">Is this?</td> <td style="width: 30%; vertical-align: bottom;"> <b>Gershon Cashable efficiency</b> </td> <td style="width: 15%; text-align: center; vertical-align: middle;"> <input style="width: 40px; height: 20px;" type="checkbox"/> </td> <td style="width: 30%; vertical-align: bottom;"> <b>Non-Gershon Saving</b> </td> <td style="width: 10%; text-align: center; vertical-align: middle;"> <input style="width: 40px; height: 20px;" type="checkbox"/> </td> </tr> </table>		Is this?	<b>Gershon Cashable efficiency</b>	<input style="width: 40px; height: 20px;" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input style="width: 40px; height: 20px;" type="checkbox"/>
Is this?	<b>Gershon Cashable efficiency</b>	<input style="width: 40px; height: 20px;" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input style="width: 40px; height: 20px;" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					



**BUDGET 2006/07 – 200/09  
HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:  
HOU/EC/04**

**TITLE OF SAVING OPTION:** Cleansing of Service Road

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Street Management

**LEAD OFFICER:** Fiona Heyland

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	73	25	52	52
<b>TOTAL</b>	<b>73</b>	<b>25</b>	<b>52</b>	<b>52</b>

**1. Details of saving option:**

The cleaning of service roads at Chrisp Street and Watney Market are recharged to the HRA. Should these areas transfer to an RSL then the waste collection and refuse contract would be reduced accordingly.

**2. Service implications of saving:**

None known

**3. Staffing implications of saving:**

None known

**4. Action required to achieve saving:**

The specific location must transfer with agreement that the RSL's will be responsible for the cost of cleaning the service roads.

**5. Possible effect on other directorates:**

None

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/EC/04</b>
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<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
None						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
<table style="width: 100%; border: none;"> <tr> <td style="width: 15%;"><b>Is this?</b></td> <td style="width: 30%;"><b>Gershon Cashable efficiency</b></td> <td style="width: 15%; text-align: center;"><input type="checkbox"/></td> <td style="width: 30%;"><b>Non-Gershon Saving</b></td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> </tr> </table>		<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/EC/05**

**TITLE OF SAVING OPTION:** Reduction of Horticultural Maintenance & Monitoring

**DIRECTORATE:** Environment & Culture

**SERVICE AREA:** Cultural Services - Parks & Play      **LEAD OFFICER:** Geoff Smith

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	479	163	340	340
<b>TOTAL</b>	<b>479</b>	<b>163</b>	<b>340</b>	<b>340</b>

**1. Details of saving option:**

This saving will accrue as a result of RSLs taking over responsibility for the provision of horticultural maintenance on their estates from the Local Authority. RSLs will either, retain and pay directly for the existing contractual service, or enter into new contractual arrangements.

**2. Service implications of saving:**

There will be no direct service implication arising from RSL's taking responsibility for the provision of Horticultural Maintenance Provision on their estates, they will however need to decide upon appropriate contract monitoring arrangements.

**3. Staffing implications of saving:**

None.

**4. Action required to achieve saving:**

Horticulture contract maintenance costs will reduce directly in line and proportionally to any Housing Stock transfer. New Horticultural contracts currently being procured contain a provision for the removal of work from the contract due to stock transfers at nil cost to the Council.

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/EC/05</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
None					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
None					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;"> <b>Gershon Cashable efficiency</b> </td> <td style="text-align: center; width: 50px;"><input type="checkbox"/></td> <td style="text-align: center;"> <b>Non-Gershon Saving</b> </td> <td style="text-align: center; width: 50px;"><input checked="" type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

<b>BUDGET 2006/07 – 200/09</b>
<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

<b>Item Ref. No:</b> <b>HOU/EC/06</b>
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<b>TITLE OF SAVING OPTION:</b>		Technical Information & Surveying (TIS)		
<b>DIRECTORATE:</b>		Environment & Culture		
<b>SERVICE AREA:</b>		Property and & Facilities Management	<b>LEAD OFFICER:</b>	Graeme Peacock
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	209	71	148	148
<b>TOTAL</b>	<b>209</b>	<b>71</b>	<b>148</b>	<b>148</b>
<b>1.</b>	<b>Details of saving option:</b>			
	Staffing reduction to achieve reduction in support service recharges to correspond to reduction in income.			
<b>2.</b>	<b>Service implications of saving:</b>			
	These recharges relate to a trading account service for the processing of conveyancy plans for RTB and associated activities, and are recharged on the basis of work actually carried out. Were RTB numbers not to decline in line with stock numbers there could be an imbalance between workload and staff numbers, which would detrimentally impact upon service delivery to the Housing Directorate. There is a further anomaly in that in the transfer process there is likely to be an increasing demand placed upon this service to produce the actual plans to be incorporated within transfer documentation.			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	All staffing reductions will be handled in line with the Council's procedures for managing organisational change. In anticipation of this change vacant posts have been covered by agency or temporary staff.			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	Staffing review			

<b>BUDGET 2006/07 – 200/09</b>
<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

<b>Item Ref. No: HOU/EC/06</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
<p>There is a critical mass for any technical team. These proposals could well take TIS below that critical mass and ways of ensuring continuity of service to other client Directorates are being explored.</p>					
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>				
<p>Any staffing review has risks associated with it, these principally relate to the time necessary to carry out consultations in time to achieve the desired start date for the new structure.</p>					
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>				
<p>Cost of other services provided by the team could rise as a consequence of a reduced base over which to spread overhead and management costs.</p>					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>		<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/EC/07</b>
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<b>TITLE OF SAVING OPTION:</b> Depots				
<b>DIRECTORATE:</b> Environment & Culture				
<b>SERVICE AREA:</b>		Property & Facilities Management	<b>LEAD OFFICER:</b>	Graeme Peacock
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	23	8	16	16
<b>TOTAL</b>	<b>23</b>	<b>8</b>	<b>16</b>	<b>16</b>
<b>1.</b>	<b>Details of saving option:</b>			
	This cost relates to the Capital Financing Charge for a property occupied by Local Labour in Construction. Options to redeem the debt to remove these costs are being investigated.			
<b>2.</b>	<b>Service implications of saving:</b>			
	None			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	None			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	Debt to be redeemed.			

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/EC/07</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>			
None				
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>			
None				
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>			
None. This is correcting an historic accounting anomaly.				
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>		<b>Non-Gershon Saving</b>	
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>			



<b>BUDGET 2006/07 – 200/09 HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No: HOU/EC/08</b>
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<b>TITLE OF SAVING OPTION:</b> Health & Safety				
<b>DIRECTORATE:</b> Environment & Culture				
<b>SERVICE AREA:</b>		Property & Facilities Management	<b>LEAD OFFICER:</b>	Graeme Peacock
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Saving</b>		
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	21	7	15	15
<b>TOTAL</b>	<b>21</b>	<b>7</b>	<b>15</b>	<b>15</b>
<b>1.</b>	<b>Details of saving option:</b>			
	Reduction in recharged costs of training to Housing Revenue Account as usage declines. Training Officer to go part-time in order to effect the saving. This is already agreed with the individual concerned.			
<b>2.</b>	<b>Service implications of saving:</b>			
	None, provided demand for service does decline following Housing Choice.			
<b>3.</b>	<b>Staffing implications of saving:</b>			
	One full time member of staff becomes part-time			
<b>4.</b>	<b>Action required to achieve saving:</b>			
	Change of status of one post. Postholder is happy to do this.			

<p><b>BUDGET 2006/07 – 200/09</b>  <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b></p>
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<p><b>Item Ref. No:</b>  <b>HOU/EC/08</b></p>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
Flexibility to copy with potential increased demand from other Directorates will be reduced.					
<b>6.</b>	<b>Possible risk factors which could present this saving being achieved:</b>				
None					
<b>7.</b>	<b>Efficiency / value for money. How will this proposal contribute towards greater efficiency / better value for money and how will the efficiency improvement be measured</b>				
This saving is a reduction in supply to match a reduction in demand.					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>		<b>Non-Gershon Saving</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
None					

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/01**

**TITLE OF SAVING OPTION:** ICT Savings

**DIRECTORATE:** CE

**SERVICE AREA:** ICT

**LEAD OFFICER:** Jim Roberts

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	12,257	646	910	1,238 2008/09; 1,349 2009/10
<b>TOTAL</b>	12,257	646	910	1,238 2008/09; 1,349 2009/10

**1. Details of saving option:**

2006/07 - The contract with ITNET was brought to an end in 2005/06. Housing Benefits and Rents mainframe systems were migrated successfully onto SX3 iWorld and a gross saving of £606K has been achieved. Once the cost of the new structure to reflect the replacement services is taken into consideration a net saving of **£420K** will be achieved from 2006/07 onwards.

2006/07 – Bulk Printing and other in-sourcing savings-£145K. IBM AS/400 platform and associated software (Cognos and Repairs [RAMS] maintenance costs) can be released once the IBM machines are retired and the Repair users including Education are fully migrated to SX3 iWorld. A total saving of £226K is projected to meet the cumulative target of **£646K** for 06/07.

2007/08 –Staff presently supporting Housing systems and users can be released-£117K. Consolidation of infrastructure will release £146K. Total savings -£264K. **Cumulative £910K**

2008/09- Streamlining of the infrastructure and simplification of Housing applications landscape will release most of the savings. Also reciprocal arrangements with North East London Partnership in areas such as bulk printing and disaster recovery should release the balance. **Cumulative £1,238K**

2009/10- The balance of £111K should be able to be released through licence and other user based savings. Shared service provision will help spread the costs. **Cumulative saving £1, 349K**

**2. Service implications of saving:**

The overall strategy is achievable, albeit protracted over a longer period due to the extended lead time for systems migration reductions and lagged effect on licences.

Further reviews of the effect of the timing and quantum of release of staff, and the effect on accommodation will need to take place, as these will affect networks, communications,

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/CE/01</b>
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maintenance and support cost.

Not all ICT costs are variable i.e. user based, hence the marginal reductions get incrementally more difficult to achieve without impacting on customer service. Systematic phased reductions through a mixture of user based reductions, infrastructure consolidation and collaborative working will help achieve the savings, albeit over protracted period, whilst sustaining and improving service delivery.

<b>3.</b>	<b>Staffing implications of saving:</b>
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Four (3 application and 1 infrastructure) posts would be affected.

The staffing changes would be implemented in accordance with the Council's agreed procedures for handling organisational change.

<b>4.</b>	<b>Action required to achieve saving:</b>
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Savings are dependant on timescales achieved in implementing new Housing systems to replace IBM AS/400 legacy systems. This is currently on target.

Contract negotiations are underway with hardware and software suppliers to terminate contracts in line with Housing transfers. Archiving of legacy systems housing data has commenced. Communication with the remainder of application users (Education repairs, Special Education Needs) of legacy IBM hardware is planned.

Plans are in place to consolidate infrastructure and simplify application landscape with a view to reducing support costs and allow collaborative working across North East London Partnership.

<b>5.</b>	<b>Possible effect on other directorates:</b>
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Education use current Repairs system for processing repairs to Repairs admin buildings and would need to migrate to SX3.

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
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- Delay in migrating some of the Repairs and Right to Buy users to Sx3 within desired timescales would impact on 2006/07 savings.

- Timetables of housing transfers and associated staffing changes will affect infrastructure support and licence reductions being offered.

- Savings may need to be offset by any additional costs for the running and maintenance of the new Housing systems.

- RSL so far have sought support from ICT to facilitate start-up. This will need to be reviewed so as to minimise impact on remainder of customers particularly as ICT's capacity falls.

- ICT Spend per employee for residual employees starts to rise as the fixed infrastructure and application costs (eg JD Edwards, E-mail and intranet running costs) need to be shared out amongst smaller user base. To counter this it is proposed to have some shared service provision with North East London Partnership.

- Also increase in the average number of devices per user (e.g. PC, PDAs, mobile phones) will increase support cost per user.

**BUDGET 2006/07 – 200/09  
HOUSING STOCK REDUCTION SAVINGS OPTIONS**

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**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

The planned consolidation in infrastructure and applications will systematically help:

- Bring down the costs as per SOCITM indicators (such as ICT spend per employee, KPI 6-cost per data point, KPI 7- cost per voice point)
- Improve performance as measured by KPI 2- % of calls completed within SLA, % of calls completed within 4 hours and KPI 3-% of successful projects and
- Sustain improvements in qualitative measures (KPI 1- customer satisfaction, KPI 10- perception of adequacy of ICT training).

Shared working with North East London Partnership will help drive costs down through joint procurement and reciprocal arrangements in areas such as bulk printing and disaster recovery and off-site storage. Later will also help business resilience.

<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>Yes</b>	<b>Non-Gershon Saving</b>	
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**8. Please also give details of any non cashable Gershon efficiency associated with this item**

<p><b>BUDGET 2006/07 – 200/09</b>  <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b></p>
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<p><b>Item Ref. No:</b>  <b>HOU/CE/02</b></p>
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**TITLE OF SAVING OPTION:** Deletion of posts and increased income

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Legal Services

**LEAD OFFICER:** Graham White

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
Savings		331	641	641
TOTAL	2,769	331	691	691

**1. Details of saving option:**

**Workload Reduction**

Year 1: Deletion of 4 posts: 1xPO6, 2xPO4, 1xSO2	160k
Addition income from services 'bought back' by RSLs	171k
	331k

Year 2: Deletion of 7.5 posts: 1xPO4, 5.5xPO2, 1xSO2	291k
Additional income from services 'bought back' by RSLs	350k
	641k

**Service Reduction**

The further reductions of £50k required to meet the target in 2007/08 will affect service provision

**2. Service implications of saving:**

Capacity will be lower but sufficient if there are commensurate reductions in workload

**3. Staffing implications of saving:**

Year 1: Combination of two teams with a reduced management structure and a smaller number of team members.  
 All the deleted posts are currently vacant, but locums will not be engaged to fill them temporarily.

Year 2: Deeper inroads into the establishment will not provide capacity for additional projects.  
 The post deletions could result in redundancies/early retirements.

**4. Action required to achieve saving:**

Review of Legal Services structure

**5. Possible effect on other directorates:**

There should be no effect if the workload reduces commensurate with the Housing choice transfers

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<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>	
	If stock transfers are delayed or abandoned the commensurate reduction in workload will not be achieved and the remaining staff will be insufficient to maintain the service. Costs of redundancies/early retirements	
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>	
	<p>Is this?      <b>Gershon Cashable efficiency</b>      <input type="checkbox"/>      <b>Non-Gershon Saving</b>      <input type="checkbox"/></p>	
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>	

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/03**

**TITLE OF SAVING OPTION:** Deletion of Complaints Officer post

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Legal Services

**LEAD OFFICER:** Graham White

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	248	35	35	35
<b>TOTAL</b>	248	35	35	35

**1. Details of saving option:**

The savings would be realised through the deletion of one post based on a forecast of a reducing volume of complaints.

**2. Service implications of saving:**

Overall capacity will be lower but sufficient.

**3. Staffing implications of saving:**

The deleted post is currently vacant, but a locum will not be engaged temporarily to fill it.

**4. Action required to achieve saving:**

Review of Legal Services structure

**5. Possible effect on other directorates:**

There should be no effect if the workload reduces commensurate with the Housing Choice transfers

**6. Possible risk factors which could prevent this saving being achieved**

If stock transfers are delayed or abandoned the commensurate reduction in workload will not be achieved and the remaining staff will be insufficient to maintain the service.



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**7. Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.**

**Is this?**

**Gershon Cashable  
efficiency**

**Non-Gershon  
Saving**

**8.**

**Please also give details of any non cashable Gershon efficiency associated with this item**

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/04**

**TITLE OF SAVING OPTION:** Human Resources Strategy

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Human Resources Strategy      **LEAD OFFICER:** Cara Davani

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,301	17	103	103
<b>TOTAL</b>	1,301	17	103	103

**1. Details of saving option:**

**Workload Reductions**

**HR Strategy Team** provides strategic HR policy, equalities, projects and employee relations function. The team was previously restructured at the end of 2004.

	2006/07 £'000	2007/08 £'000	2008/09 £'000
The following restructuring savings are now proposed:			
Delete half an administrator post	13.5	13.5	13.5
Delete a senior post	0	37.0	37.0
Reduce supplies and services budget	4.5	4.5	4.5

**Occupational Health** Proposed savings:

Employee costs	42.0	42.0
Supplies and services	6.0	6.0

It is not proposed to implement these changes sooner given the need to implement the Council's Attendance Strategy and reduce levels of sickness absence.

<b>BUDGET 2006/07 – 200/09</b>
<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

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<b>2</b>	<b>Service implications of saving:</b>				
<p>Given the HR Strategy Team and Occupational Health Service's role in reducing levels of sickness absence and implementing the Council's Attendance Strategy, early reduction of staffing levels could impact on achieving the BVPI target for days lost as a result of sickness absence. Delaying any reduction in staff until 2007/8 will enable the strategy to be implemented with sufficient resources.</p>					
<b>3.</b>	<b>Staffing implications of saving:</b>				
<p>Reducing the HR Strategy Team and Occupational Health establishments would require 2.5 posts to be deleted, which is likely to incur redundancy costs. The future establishment of OH will however be increased if the service is successful in continuing to obtain business from RSLs, such as East End Homes. Therefore, the future establishment will be dependent on the volume of income it generates.</p>					
<b>4.</b>	<b>Action required to achieve saving:</b>				
<p>Restructure the HR Strategy Team and Occupational Health Service.</p>					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
<p>The proposed changes will reduce the capacity to support the management of change across the Council and provide advice on complex and contentious issues to senior managers and operational human resources teams.</p> <p>Professional Occupational Adviser roles have not been reduced so the impact on other Directorates following changes to Occupational Health should be minimised. However, the role of the Senior Occupational Health Adviser in the team would need to be changed to allocate responsibility for managing the service.</p>					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<p>An increase in the number of referrals to Occupational Health as a result of the Attendance Strategy.</p> <p>Increasing the demands on the HR Strategy Team to implement national initiatives and Council strategies to support improvements in performance and implementation of change.</p>					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>The proposals will rationalise the existing service provision. Efficiency will be monitored through the HR related Corporate Health BVPIs and the service's performance indicators.</p>					
<b>Is this?</b>	<table style="width: 100%; border: none;"> <tr> <td style="width: 35%;"><b>Gershon Cashable efficiency</b></td> <td style="width: 15%; text-align: center;"><input type="checkbox"/> YES</td> <td style="width: 35%;"><b>Non-Gershon Saving</b></td> <td style="width: 15%; text-align: center;"><input type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/> YES	<b>Non-Gershon Saving</b>	<input type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input type="checkbox"/> YES	<b>Non-Gershon Saving</b>	<input type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/05**

**TITLE OF SAVING OPTION:** HR Operations – Reduced Staffing levels

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Human Resources

**LEAD OFFICER:** Cara Davani

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	693	50	157	157
<b>TOTAL</b>	693	50	157	157

**1. Details of saving option:**

There are currently 19 FTE within the existing HR Operations and Recruitment structure.

**Workload Reduction**

The Housing Choice Programme will result in a forecast 11% reduction in LBTH staff. A proportionate reduction in the HR Operations and Recruitment budget would require cumulative savings of £37k and £77k in 2006/07 and 2007/08 respectively. This proportionate, demand led, reduction in service delivery can be achieved without diminishing the quality of current service provision. Proposals to realise these savings are detailed below:

	2006/07 £'000	2007/08 £'000	2008/09 £'000
Savings required to achieve 2006/07 cost reduction proportionate to reduction in LBTH staff:			
Delete two posts in Recruitment	41	41	41
Savings required to achieve 2007/08 cost reduction proportionate to reduction in LBTH staff:			
Delete one post in HR Operations	0	42	42

In addition to the above savings that are proportionate to the reduction in staff, following the completion of Housing Choice related TUPE transfer work, the additional savings shown below should be delivered through further efficiencies in service delivery within the HR Operations service:

Delete one senior post	0	50	50
Income from RSLs	9	17	17
Reduction in recruitment packs issued	0	7	7
<b>Total savings proposed</b>	<b>50</b>	<b>157</b>	<b>157</b>

<b>BUDGET 2006/07 – 200/09</b>
<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

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<b>2.</b>	<b>Service implications of saving:</b>				
The savings proposed should not have a noticeably adverse effect on service delivery.					
<b>3.</b>	<b>Staffing implications of saving:</b>				
<p>The proposed savings require the following staffing reductions:</p> <ul style="list-style-type: none"> <li>• Delete two posts in Recruitment</li> <li>• Delete one post in Recruitment</li> <li>• Delete one post in HR Operations</li> </ul>					
<b>4.</b>	<b>Action required to achieve saving:</b>				
A restructure of the HR Operations and Recruitment Teams will need to be carried in order to achieve the savings.					
<b>5.</b>	<b>Possible effect on other directorates:</b>				
<p>The HR Operations team delivers a high quality, consistent, timely and professional service to meet the strategic and operational needs of the Chief Executive's and Development and Renewal Directorates including Housing. Additionally, the team supports a number of current corporate initiatives within directorates, including the Attendance Strategy and the Housing Choice Programme. The profile of the savings proposed above will enable the team to support directorates implementing the Attendance Strategy and supporting the Housing Choice Programme during the bulk of housing transfers in 2006/07 and 2007/08.</p>					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>Value for money will be achieved through the rationalisation of the HR Operations and Recruitment Teams as a result of Housing Choice. Efficiency improvements will be measured through monitoring of the Team's service commitments and Key Performance Indicators.</p>					
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center; padding-right: 20px;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 30px; vertical-align: middle;"><b>X</b></td> <td style="text-align: center; padding-left: 20px;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 30px; vertical-align: middle;"><b>X</b></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>	<b>X</b>
<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>	<b>X</b>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/06**

**TITLE OF SAVING OPTION:** Crime Reduction Services

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Crime Reduction

**LEAD OFFICER:** Olivia McLeod

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
HRA – savings		48	100	100
<b>TOTAL</b>	651	48	100	100

**1. Details of saving option:**

HRA currently funds 29% of ASBCU's total budget (with a further 55% recharged to Housing General Fund and the remaining 16% from Chief Exec's). The HRA element of the ASBCU's budget is currently spent entirely on staffing (investigation officers and project officers).

HRA savings must be made either by recharging the cost of providing the ASB service to RSLs or cutting staff in ASBCU.

It is proposed to achieve £48k in 06/07 through reviewing the ASBCU, building on a business process re-engineering exercise just completed, and working to agree SLAs with RSLs to support their ASB work.

**2. Service implications of saving:**

Providing income can be generated from RSLs together with limited efficiency savings, service implications will be minimal in years 1 and 2.

**3. Staffing implications of saving:**

If income can be generated there will be a reduction in staffing with associated redundancy/redeployment costs.

**4. Action required to achieve saving:**

A combination of securing SLAs with RSLs to replace income; and a staffing review to cut costs.

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**Item Ref. No:  
HOU/CE/06**

<b>5.</b>	<b>Possible effect on other directorates:</b>				
Any overall loss of capacity will affect other Directorates.					
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
Failure to agree SLAs with RSLs. Alternatively, shortcomings of RSLs in handling ASB cases effectively themselves, which results in them coming back to ASBCU.					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="padding-right: 20px;"><b>Gershon Cashable efficiency</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 30px;"><input type="checkbox"/></td> <td style="padding: 0 20px;"><b>Non-Gershon Saving</b></td> <td style="text-align: center; border: 1px solid black; width: 40px; height: 30px;"><input checked="" type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/07**

**TITLE OF SAVING OPTION:** Members' Support and Democratic Services

**DIRECTORATE:** Chief Executive

**SERVICE AREA:** Democratic Renewal & Engagement

**LEAD OFFICER:** Sara Williams

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
HRA – savings	2,876	90	167	167
<b>CUMULATIVE TOTAL</b>	2,876	90	167	167

**1. Details of saving option:**

**Savings achieved through workload reductions, efficiency savings and income generation**

The costs of Members' Support is high (top quartile for London) and it would be timely to review provision in the light of best practice elsewhere and increased use of ICT. In addition the new system Modern.gov is now being fully implemented and it would be timely to review arrangements for clerking of meetings.

**2. Service implications of saving:**

There could be a reduction in services to Members but any review would aim to work smarter and make better use of technology.

**3. Staffing implications of saving:**

Staff redundancies would result from any resulting reduction in posts.

**4. Action required to achieve saving:**

- Undertake service review and restructuring.



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<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

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<b>5.</b>	<b>Possible effect on other directorates:</b>
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In relation to clerking meetings, there is a risk that increased burdens can fall on other Directorates but Directorates will be consulted on plans to avoid this.

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
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<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
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Unit costs will be reduced.  
 Currently Democratic Services benchmarks at London average.  
 Members' Support benchmarks in top quartile.  
 But also element of non-Gershon – less service for less money.

Is this?      **Gershon Cashable  
efficiency**

<b>x</b>
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**Non-Gershon  
Saving**

<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>
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**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/08**

**TITLE OF SAVING OPTION:** Cashiers – Review of Counter Service

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** Revenues (Cashiers)

**LEAD OFFICER:** Paul McDermott

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	436	45	45	45
<b>TOTAL</b>	<b>436</b>	<b>45</b>	<b>45</b>	<b>45</b>

**1. Details of saving option:**

The overall budget for cashiers relates mainly to fixed costs providing secure accommodation and the Borough's cash receipting software. Savings will, therefore impact solely on the team's staffing levels.

**Workload Reduction**

The saving identified involves the deletion of one and a half posts from the cashiers structure together with the associated on costs and related overheads.

**2. Service implications of saving:**

Existing facilities provide for three cashier positions, the associated secure back office services and cheque production at Cambridge Heath Road. Whilst the back office workload is reducing following the implementation of the 24 hour payment line and other electronic payment methods, counter payments have increased by approximately 10% each year, probably because of the gradual withdrawal of over the counter services by banks, building societies and the Post Office.

**Workload Reduction**

The existing structure of 9.5 fte will be reduced to 8 with the anticipated reduction in housing workload to achieve the 2006/07 target.

**3. Staffing implications of saving:**

The 2006/07 target will reduce the structure by 1.5 posts.

**4. Action required to achieve saving:**

A revised structure would be prepared and circulated for staff consultation. Existing postholders would be subject to redundancy or redeployment following implementation of the Council's procedures for handling organisational change.

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<b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>

<b>Item Ref. No:</b> <b>HOU/CE/08</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>					
The cash office receives payment for all directorate invoices with the exception of parking.						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
None						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
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<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/09**

**TITLE OF SAVING OPTION:** Internal Audit – Revised Coverage

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** Risk Management

**LEAD OFFICER:** Richard Ellis

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	847	20	20	39
<b>TOTAL</b>	<b>847</b>	<b>20</b>	<b>20</b>	<b>39</b>

**1. Details of saving option:**

**Saving from Workload Reduction**

Reconfiguration of the in-house audit team to achieve a reduction in audit days. The reconfiguration will achieve a number of service objectives, including the creation of a specialist schools auditor post and provision for systems mapping to meet new international auditing standards. The saving will be achieved by a net reduction of one post and a reduction in IT audit days from 2008/09, following the completion of the current 3 year plan.

**2. Service implications of saving:**

**Saving from Workload Reduction**

The reduction in the housing stock is estimated to result in a reduction in planned audit work of 92 days. The proposal will result in a reduction of 207 days, in order to meet the savings target. The difference is explained by the loss of economies of scale. The key systems will all remain and will require audit coverage, albeit at a lower level because of the reduced risk. The reduction will be achieved in two stages, 147 days in 06/07 and 60 days in 08/09. The reduction will be achieved by reducing coverage of housing, contract audit, IT (from 08/09) and corporate systems.

**3. Staffing implications of saving:**

The proposal will result in a net reduction of one post, which will be implemented through the Council's HR procedures.,

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<b>4.</b>	<b>Action required to achieve saving:</b>					
Restructuring of the audit team and relevant consultation.						
<b>5.</b>	<b>Possible effect on other directorates:</b>					
There will be some loss of audit coverage.						
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>					
The authority needs to maintain an adequate level of internal audit resource, to the satisfaction of the Audit Commission.						
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>					
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Is this?	Gershon Cashable efficiency	<input type="checkbox"/>	Non-Gershon Saving	<input checked="" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>					

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/10**

**TITLE OF SAVING OPTION:** Insurance reduced claims

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** Risk Management

**LEAD OFFICER:** Richard Ellis

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	488	27	61	61
<b>TOTAL</b>	488	27	61	61

**1. Details of saving option:**

**Saving from Workload Reduction**

Reduction in staff providing Right to Buy buildings insurance and housing related claims. The proposal will reduce the team by three posts over two years. There is a time lag in the reduction in claims related work as damage claims can come in up to year after the incident.

**2. Service implications of saving:**

The reduction in staff numbers will remove almost all of the staff time currently spent on housing related matters. The remaining stock will be serviced by the residual insurance team.

**3. Staffing implications of saving:**

Two of the three posts are currently filled by fixed term contracts. The proposals may therefore result in a maximum of one redundancy.

**4. Action required to achieve saving:**

Restructure the team.  
 Improve productivity by streamlining communication and moving towards paperless records.

**BUDGET 2006/07 – 200/09  
HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:  
HOU/CE/10**

<b>5.</b>	<b>Possible effect on other directorates:</b>			
None				
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>			
The level of RTB applications in the future could overstretch the team once the dedicated resource is removed.				
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>			
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<input checked="" type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>			

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/11**

**TITLE OF SAVING OPTION:** Payments – reduced transactions

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** Payments

**LEAD OFFICER:** Cara Davani

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1038	36	76	76
<b>TOTAL</b>	1038	36	76	76

**1. Details of saving option:**

The savings target for the payments section has been based on a reduction in the number of transactions that relate to Housing. Delivery of the required savings is therefore dependent on the number of invoices processed reducing accordingly.

**2. Service implications of saving:**

None – provided the forecast reduction does materialise.

**3. Staffing implications of saving:**

There will be a reduction the number of staff with associated redundancy / redeployment costs. This will be achieved through application of the Council's procedures for handling organisational change.

**4. Action required to achieve saving:**



<b>BUDGET 2006/07 – 200/09 HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No: HOU/CE/11</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
Transaction levels increasing for other parts of the Council's business or not reducing in line with forecasts.	
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
Is this?	<b>Gershon Cashable efficiency</b> <input type="checkbox"/>
	<b>Non-Gershon Saving</b> <input checked="" type="checkbox"/>
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/12**

**TITLE OF SAVING OPTION:** Research and Scrutiny staffing reductions

**DIRECTORATE:** Chief Executive's

**SERVICE AREA:** Research and Scrutiny

**LEAD OFFICER:** Michael Keating

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
Savings		32	66	66
<b>TOTAL</b>	833	32	66	66

**1. Details of saving option:**

**Workload Reduction/Efficiencies**

2006/07: The operation of the new members' Enquiries system and changes in working practices present the opportunity to amalgamate the admin support across Research and Scrutiny to delete 1 FTE admin support from the current structure. The posts currently providing PA support to the Scrutiny Leads would therefore be expected to cover wider admin roles. This saving would equate to £32k

**2. Service implications of saving:**

There is an opportunity to renew working practices to increase efficiency and maintain service levels while spending less on staffing

**3. Staffing implications of saving:**

2006/07: proposal would result in a reduction of 1 FTE. This may require staff redundancy

**4. Action required to achieve saving:**

Procedures for staff reductions would need to be enacted.

**5. Possible effect on other directorates:**

There should be no effect on other directorates

**6. Possible risk factors which could prevent this saving being achieved**

Any delay in changing staffing arrangements could prevent the full value of the saving being delivered.

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/CE/12</b>
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<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
<p>2006/07: The savings proposal will be linked to a more streamlined method of dealing with Members' ward work particularly enquiries. This would be measured via the monitoring procedures that the new system will put in place. As well as improved response times, etc there should also be a reduction in the cost of hard office supplies.</p> <p>The more focussed support to Scrutiny Leads from the Scrutiny Team should deliver improved quality of Committee and review work (evidenced by external inspection and action arising from recommendations to the Executive and others). Members' skills would be improved and this would be evidenced by the self and external assessment provided by the Member Learning and Development Programme.</p> <p>2007/08: Performance, research and review skills would be embedded within Directorates and therefore become a standard part of the responsibilities of existing posts. Procedures and systems to put this in place would need to be developed.</p> <p>Both proposals are cashable but also have the potential to generate additional efficiencies, which would need further exploration.</p>					
<b>Is this?</b>	<b>Gershon Cashable efficiency</b>	<b>X</b>	<b>Non-Gershon Saving</b>	<b>X</b>	
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				
See above.					

**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/13**

**TITLE OF SAVING OPTION:** Payroll – Cost reduction/income generation

**DIRECTORATE:** Chief Executive

**SERVICE AREA:** HR – (Payroll)

**LEAD OFFICER:** Cara Davani

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	1,466	42	87	87
<b>TOTAL</b>	1,466	42	87	87

**1. Details of saving option:**

The savings would be realised through a combination of staff reductions and increased income from external sources. The 2006/7 savings target is planned to be delivered by deleting one post from the payroll team following a restructure of the service.

**2. Service implications of saving:**

Significant reductions have been realised in the payroll budget in the last few years. Recent benchmarking information confirmed that LBTH payroll costs now compared favourably with other London Boroughs, including those with outsourced providers. The unit cost of the payslip is now at a level where any further reductions not commensurate with workload could result in a reduced service. The saving proposed is based on a forecast of reducing transactions following housing stock transfers.

**3. Staffing implications of saving:**

There will be possible redundancy /redeployment of displaced staff.

**4. Action required to achieve saving:**

Restructure of payroll service.

<b>BUDGET 2006/07 – 200/09 HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No: HOU/CE/13</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>
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Loss of economies of scale could increase unit costs for other parts of the Council's business.

<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>
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The forecast reduction in workload does not materialise.

<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>
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Is this?      **Gershon Cashable  
efficiency**

**Non-Gershon  
Saving**

<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>
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**BUDGET 2006/07 – 200/09**  
**HOUSING STOCK REDUCTION SAVINGS OPTIONS**

**Item Ref. No:**  
**HOU/CE/14**

**TITLE OF SAVING OPTION:** Reduction in Staffing

**DIRECTORATE:** Chief Executives

**SERVICE AREA:** HR (Learning & Development)      **LEAD OFFICER:** Diane Lomas

**FINANCIAL INFORMATION:**

	Current Budget	Saving		
	2005/2006 £000	2006/2007 £000	2007/2008 £000	2008/2009 £000
General Fund	640	34	70	70
<b>TOTAL</b>	640	34	70	70

**1. Details of saving option:**

Five Learning and Development posts are currently dedicated to providing Learning and development support to Housing. It is proposed to delete two posts, one in 2006/07 and one in 2007/08 to reflect anticipated changes in workload.

**Workload Reduction**

1 post each in 2006/07 and 2007/08

**2. Service implications of saving:**

There will be a reduced level of Learning and Development support available to the Housing Directorate although this should be commensurate with the reduction in overall staff numbers.

**3. Staffing implications of saving:**

The proposals would result in the deletion of two posts. This would be achieved through the Council's procedures for handling organisational change.

**4. Action required to achieve saving:**

Develop proposals for a restructure of the service and implement subject to consultation.

<b>BUDGET 2006/07 – 200/09</b> <b>HOUSING STOCK REDUCTION SAVINGS OPTIONS</b>
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<b>Item Ref. No:</b> <b>HOU/CE/14</b>
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<b>5.</b>	<b>Possible effect on other directorates:</b>				
<b>6.</b>	<b>Possible risk factors which could prevent this saving being achieved</b>				
Increased demand on need for Learning and Development activity.					
<b>7.</b>	<b>Efficiency/ value for money. How will this proposal contribute towards greater efficiency/ better value for money and how will the efficiency improvement be measured.</b>				
Is this?	<table style="width: 100%; border: none;"> <tr> <td style="width: 45%;"><b>Gershon Cashable efficiency</b></td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> <td style="width: 40%;"><b>Non-Gershon Saving</b></td> <td style="width: 5%; text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table>	<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>
<b>Gershon Cashable efficiency</b>	<input type="checkbox"/>	<b>Non-Gershon Saving</b>	<input checked="" type="checkbox"/>		
<b>8.</b>	<b>Please also give details of any non cashable Gershon efficiency associated with this item</b>				

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## **REVIEW OF BALANCES / RESERVES**

### **General Reserves**

- 1.1 Local authorities are legally required to set a balanced budget and the chief finance officer has responsibilities to report to Council should serious problems arise (including in relation to the adequacy of reserves). External auditors are responsible for reviewing and reporting on financial standing but are not responsible for recommending a minimum level of reserves.
- 1.2 Under provisions introduced by the Local Government Act 2003, the level and use of reserves must be formally determined by the Council, informed by the judgement and advice of the chief finance officer. When calculating the budget requirement, the chief finance officer must report to Members on the adequacy of reserves. There are also now reserve powers for the Secretary of State to set a minimum level of reserves.
- 1.3 The Council needs to consider the establishment and maintenance of reserves as an integral part of its medium term financial strategy. Reserves are held for three main purposes:
  - As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of a general reserve.
  - To hold funds for specific purposes or to meet known or predicted liabilities – these are generally known as earmarked reserves. Schools' balances and insurance reserves are examples of these.
  - As a contingency to cushion the impact of unexpected events or emergencies, including budget overspends – this also forms part of a general reserve.
- 1.4 In order to assess the adequacy of general reserves, account needs to be taken of the strategic, operational and financial risks facing the authority. The level of general reserves is also just one of several related decisions in the formation of a medium term financial strategy and the budget for a particular year. Factors affecting judgements about reserves include the key financial assumptions underpinning the budget and an assessment of the Council's financial health, including:-
  - Overall financial standing (level of borrowing, Council Tax collection rates, auditors' judgements, etc.)
  - The track record in budget management.
  - Capacity to manage in-year budget pressures.
  - The strength of financial information and reporting arrangements.
  - The external financial outlook.
- 1.5 There is therefore no 'correct' level of reserves. Furthermore a particular level of reserves is not a reliable guide to the Council's financial health. It is

quite possible for reserves to increase but for financial health to deteriorate, if for example, the authority's risk profile has changed.

- 1.6 Financial reserves also have an important part to play in the overall management of risk. Councils with adequate reserves and sound financial health can embark on more innovative programmes or approaches to service delivery, knowing that if the associated risks do materialise the Council has sufficient financial capacity to manage the impact. Conversely, Councils with inadequate reserves can either find it more difficult to introduce change, or in extreme cases can be forced to develop very high-risk service strategies simply in order to restore their financial health.
- 1.7 General reserves are projected to stand at £13.8m as at 31<sup>st</sup> March 2006, although this is before deducting costs arising from the ongoing Police investigations into earlier financial irregularities.
- 1.8 The Council continues to face a range of uncertainties which carry attendant financial risks. It remains highly dependent upon Government grant and therefore has a high exposure to Formula Grant settlements, changes in specific grant regimes, and/or tightening public finances. The Council also has an ambitious improvement programme, and a number of major and interdependent projects, with significant financial implications, which will come to fruition in similar timescales over the next few years. These factors point to the need for a solid financial position to underpin the risks involved.
- 1.9 Against this background, last year's strategy of replenishing general reserves remains prudent and appropriate.

### **Insurance Reserve**

- 1.10 The Financial Outlook and Review identified continuing pressure on insurance costs to meet both higher numbers of claims payments and higher external insurance premiums. The Council self-insures a substantial proportion of its insurable risks and an external actuarial review of the level of internal insurance reserves is commissioned at regular intervals.
- 1.11 The last review examined current and potential liabilities and established the level of reserves required based on three projections – a minimum level of funding required to maintain solvency, a middle case based on the most likely assessment of future claims, and a high case with a more pessimistic projection of future claims. The recommended values associated with each of these scenarios at current prices was:-

	<b>£m</b>
Minimum	16.5
Middle Case	22.5
High Case	26.9

The value of the Council's insurance reserves and provisions was £23.6m at the end of 2004/05, just above the middle case scenario.

- 1.12 The next actuarial review of the fund is due at the beginning of 2006.
- 1.13 Contributions to the insurance reserve are made by all Directorates based on their relative size, risk profile, and level of claims, together with a corporate contribution related to overall funding levels. Annual contributions currently total £5.9m and no change to this is recommended for 2006/07.

### **E-Government Loan Repayment**

- 1.14 On 6<sup>th</sup> December 2000, PIC (the former Policy Implementation Committee) provided £2.7m for the Public Service Strategy/E-Government in 2001/2002 on a one-off basis. These proposals entailed the temporary application of reserves and their eventual repayment with interest on the principle of Invest to Save. The repayments were agreed to be made from savings at a rate of £0.65m 2002/2003 and £0.689m each year from 2003/2004 to 2008/2009.

### **Earmarked Reserve for Housing Choice**

- 1.15 The implications of housing stock reduction for the General Fund are set out in the body of this report. The Council has recognised the impact of these changes on its medium term financial strategy and has established a recurrent provision of £5m in the General Fund budget to fund transitional and ongoing costs.
- 1.16 The exact timing and magnitude of any additional costs involved cannot be predicted with certainty, as this will depend upon a range of factors, most significantly the scale, number and timing of stock transfers as determined by the Council's tenants, and also the potential for making compensating cost savings.
- 1.17 The adequacy of the overall provision is subject to regular review. At the present time, the current provision of £5m is considered to be of the right order of magnitude and no change is proposed as part of the 2006/07 budget. However given the actual and expected stock reductions in 2006/07 application of £1.8m of the overall provision to fund General Fund services is recommended. The basis of this calculation is set out in earlier in this report.

### **Parking Control Reserve**

- 1.18 The Parking Control Account (PCA) is ringfenced. The surplus can only be used for transport and highways initiatives, and for re-investment within the services. Tower Hamlets principally uses the surplus to part fund the cost of the concessionary fares scheme.
- 1.19 The PCA and the utilisation of the Parking Control Reserve are reviewed on an annual basis. The Parking Control Account currently contributes £2,510,000 towards the concessionary fares scheme. This is estimated to be the maximum level of contribution available in the next financial year.

### **Schools' Reserves**

1.20 Schools' reserves represent unapplied revenue resources accumulated by schools with delegated spending authority. These totalled £17.7m at 31<sup>st</sup> March 2005. Schools' reserves are technically earmarked reserves of the Council but are controlled by schools and are not available to the Council for other purposes.

### **Developer Contributions**

1.21 The Council receives monies under agreements entered into under Section 106 of the Town and Country Planning Act 1990. These agreements specify the purposes to which the monies can be applied. Unapplied sums are held in an earmarked reserve until such time as they are applied.

### **Service Specific Earmarked Reserves**

1.22 A number of earmarked reserves are held to meet specific service objectives or fund potential liabilities which do not qualify as provisions for accounting purposes. The principal ones provide for:-

- Dilapidations claims in respect of administrative buildings and premises utilised by the Homeless Persons Unit.
- Accumulated rate rebates on Education buildings to be applied to fund new capital investment.
- The carry-over of budgetary underspends from one financial year to the next.

Use of these reserves is subject to specific Cabinet approval. The nature of these reserves means they are not generally available to support the Council's medium term financial strategy.

**Budget Risk 2006-2007:  
Strategic and Corporate Risks Identified in the Risk Register**

**Appendix I**

Risk	Principal Risk Financing Mechanisms			
	General Reserves	Earmarked Reserves/Provisions	Insured	Service Budgets/Budget Process

**Budget Risk 2006-2007:  
Strategic and Corporate Risks Identified in the Risk Register**

**Appendix I**

Accommodation strategy	4			4
Housing Choice	4	4		4
Disruption to business continuity	4		4	
Harm to vulnerable people	4		4	
Development of ICT/eGovernment				4
Future funding uncertainty	4			4
Pension Fund liabilities	4			4
Major capital schemes		4		4
Financial systems failures	4			
Disruption to revenue collection systems	4			
Procurement of waste disposal contract	4			4
Failure of business critical IT application	4			4

Risk Area & Nature of Risk	Directorate	Value of Risk £000s	Budget Treatment/Measures to Mitigate Risk
<p><b>Building Schools for the Future</b></p> <p>The commitment to Building Schools for the Future is substantial. Education has identified internal resources to support the early development phase of BSF but, as the programme moves forward it is the experience of the pilot Authorities that significant resources have to be committed to the programme. The funding mechanism allows for this as we enter the procurement stage but it is likely that the Council will need to look at ways of supporting the front end of the programme, particularly in making links across the various regeneration programmes.</p>	Education	Not quantified	A formal risk register is maintained for this project and reviewed at each meeting of the Project Board. BSF is monitored by Partnerships for Schools, a Government sponsored body. A compulsory Gateway Review process is a requirement of PFS. Gateway reviews assess readiness to proceed based on an evaluation of progress and programme management. Initial funding to manage the programme has been allocated. Consideration will need to be given to allocating additional sums from the Education capital programme for 2006/07 and 2007/08.
<p><b>Children's Services</b></p> <p>Education is absorbing any additional costs associated with the integration of Children's Services through non-cashable efficiencies. As the settlement has only provided sufficient to fund inflation, the flexibility within the Education Budget has been reduced.</p>	Education	100	Confirmation of the Children's Services Grant for 2006-07, combines existing grant for Adoption Support, Choice Protects, Vulnerable Children and new funding to help authorities to implement Every Child Matters.

Risk Area & Nature of Risk	Directorate	Value of Risk £000s	Budget Treatment/Measures to Mitigate Risk
<p><b>Charitable Funding</b></p> <p>Charitable funding - risk of charitable benefactors withdrawing extra cash available for out of schools hours learning and Key Stage 3 science support, as grant becomes more mainstreamed.</p>	Education	850	Maintain links with external funding providers;
<p><b>Demand Led Budgets</b></p> <p>Given the range of National and Local service pressures in Social Services, the demand led commissioning budgets remain potentially volatile and the level of continuing risk needs to be noted.</p>	Social Services	Up to £3m	There is an inherent, but managed risk that anticipated volume growth in Adults and Children's Services could be exceeded, as identified in 2006/07 growth proposals. Tight monitoring of client budgets remains a high Directorate priority.
<p><b>Waste Disposal</b></p> <p>Delays to construction of contractors Waste Treatment Plant, resulting in potential additional costs from LATS penalties due to difficulty in diverting waste from Landfill.</p>	E & C	500	Purchase of LATS credits in 2005/2006 at reduced cost utilised to offset potential penalties in 06/07 and 07/08.



<p><b>Crossrail</b></p> <p>Petitioning the Crossrail bill will have significant cost implications through the need to fund consultation, legal and specialist consultancy fees.</p>	<p>Development and Renewal</p>	<p>Not quantified</p>	<p>The Authority incurs all initial expenditure involved in petitioning the bill. It will then apply to the Select Committee to recover costs but reimbursement is not guaranteed.</p>
<p><b>Access to Employment External Funding</b></p> <p>Potential loss of funding due to the expiry of various external sources of income including the DWP's Action for Jobs programme.</p>	<p>Development and Renewal</p>	<p>180</p>	<p>Some budget provision but highlighted as a risk in the D&amp;R budget report. Alternative sources of external funding are actively being sought.</p>
<p><b>Land Charge Search Income</b></p> <p>A fall in the income arising from land charge searches may arise due to general economic conditions. In addition, a significant increase in the number of on-line search applications would cause a budgetary pressure because these generate a lower net fee.</p>	<p>Development and Renewal</p>	<p>100</p>	<p>Budget estimate in excess of £1.2 million in 2006-07. The projected shortfall against the estimated income in the 2005-06 budget is £150,000. The 2006-07 original estimate has therefore been reduced accordingly but the level of fee income is driven by external economic factors.</p>

<p><b>Planning Fee Income</b></p> <p>A reduction in income from planning fees, particularly the high earning major applications that the projected income is heavily dependent upon.</p>	Development and Renewal	150	Budget estimate in excess of £1.3 million in 2006-07. Planning fee income levels fluctuate greatly. Income is demand led and dependent upon external economic factors over which the Authority has little control. The Directorate is closely monitoring all receipts and is investigating alternative income sources.
<p><b>Environmental Impact Assessments</b></p> <p>Under legislation an EIA must now be undertaken for all major development proposals. There is no provision within the Government set planning fee structure to recover these costs.</p>	Development and Renewal	100	Highlighted as a risk in the D&R budget report. No budget provision but the Directorate is investigating potential methods of funding e.g. linking to Section 106 receipts
<p><b>Legal Support for Major Projects</b></p> <p>The scale and the number of projects proposed for the authority under the Growth Agenda for London means that the council will frequently need to seek specialist legal advice.</p>	Development and Renewal	150	Increased costs might partially be offset against the Section 106 receipts arising from some of the projects.

<p><b>Homelessness –Prevention Agenda</b></p> <p>Our homeless prevention strategy is successful and our published target is a 5%+ reduction in the portfolio of temporary accommodation, to be achieved year on year. In addition, the Government has announced national targets to reduce numbers in temporary accommodation by 50% by 2010.</p> <p>A significant reduction in homelessness and consequent loss of administration fee income could result in future funding pressures.</p>	<p>Housing (General Fund)</p>	<p>250</p>	<p>Regular monitoring of the temporary accommodation portfolio and associated administrative costs budgets.</p>
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**Risk Mitigation Measures  
2006/07 - 2008/09**

Ref	Description	2006/2007 £000	2007/2008 £000	2008/2009 £000
<b>CORPORATE</b>				
RSK/COR/01	Olympics Team	400	400	400
RSK/COR/02	Project/ Asset Management	150	150	150
<b>Total Risk Mitigation Measures_Corporate</b>		<b>550</b>	<b>550</b>	<b>550</b>

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**BUDGET 2006/2007 - 2008/09  
RISK MITIGATION MEASURES**

Item Ref. No:  
**RSK/COR/01**

<b>TITLE OF ITEM:</b>	OLYMPIC LEGACY			
<b>DIRECTORATE:</b>	Corporate			
<b>SERVICE AREA:</b>	Chief Executive's	<b>LEAD OFFICER:</b>	Christine Gilbert	
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>				
<b>HRA</b>				
<b>Other</b>	N/A	400	400	400
<b>TOTAL</b>	N/A	400	400	400
<b>DESCRIPTION:</b>				
<b>What is the expenditure to be entered into, and how will it be spent?</b>				
<p>This proposal has 2 elements:</p> <p>i) To establish a small Olympic Unit within the Council to ensure the Borough secures the maximum benefit from the 2012 Olympic and Paralympic Games. This will involve the appointment of a Service Head as lead officer responsible for ensuring strategic clarity and organisational coherence in using the Olympics to improve the quality of life for local people. This will entail:</p> <ul style="list-style-type: none"> <li>• acting as the officer champion for the Olympics both inside and outside the Council;</li> <li>• ensuring effective leadership, co-ordination and engagement of Directorates in ensuring the Borough benefits from the Olympics;</li> <li>• using the excitement associated with the Olympics and Paralympic Games to engage people, particularly young people, and raise their aspirations;</li> <li>• acting as the focal point for contact, discussion and engagement with partners, external stakeholders and local people;</li> <li>• advising Members on Olympic issues and developments;</li> <li>• disseminating information, as appropriate.</li> </ul> <p>The size of the Unit is likely to vary over time according to need and priorities.</p> <p>In the first instance, in addition to the Service Head, the Unit will comprise a Policy Officer and an administrative officer. It may be that colleagues from other directorates are seconded into the team either on a full-time basis or part-time, for different periods of time. The Unit will have a budget that will enable some support for this flexibility. It will also be used to buy-in resources and expertise, principally from other boroughs. Newham, for example, has already established an extremely large Unit with the capacity to sell services.</p> <p>The full-year costs of this internal Unit have been estimated at £300,000.</p> <p>ii) To support the establishment of a joint Olympics Unit for the 5 boroughs. This Unit is intended to:</p> <ul style="list-style-type: none"> <li>• give strategic and operational coherence to the collaborative work of the 5 boroughs most closely involved in the planning, delivery and legacy of the Olympic and Paralympic Games;</li> <li>• establish an Olympics development programme for the 5 boroughs which ensures local benefit and sustainable legacy.</li> </ul> <p>The head of this Unit will be paid at Executive Director level and will be responsible to the Leaders' and Mayors' Group of the 5 boroughs, guided by a Steering Group of the boroughs' Chief Executives. To engender close working relationships and good communication, the Unit will be co-located with the ODA and LOCOG. The Director will be supported by a small team of permanent staff and other members of the team will be seconded from the boroughs to deliver particular priorities and tasks. The full-year cost of the Unit has been estimated at £500,000 with each of the 5 host boroughs contributing £100,000 per annum.</p>				

<b>BUDGET 2006/2007 - 2008/09</b> <b>RISK MITIGATION MEASURES</b>
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<b>Item Ref. No:</b> <b>RSK/COR/01</b>
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	<b>JUSTIFICATION:</b>
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- |           |  |
|-----------|--|
| <b>a.</b> | <b>What is the nature of the risk to be mitigated, and how will making this expenditure mitigate that risk?</b>  |
| <b>b.</b> | <b>How will the proposed expenditure offer value for money? Does the expenditure have any implications for the achievement of efficiency targets?</b>  |
| c)        | <p>As highlighted in January's Cabinet report, failure to optimise the opportunities of the Olympic and Paralympic Games to capture real benefits for local people represents a strategic risk for the Council. The mitigation of this risk is likely to require additional resource input at different stages between now and 2012. The level of uncertainty about this is still significant. Consequently, the proposals seek to establish a minimal infrastructure and this will be kept under review.</p> <p>The proposed expenditure has been kept at the minimum necessary to ensure a coherent and effective approach. The internal Unit should bring added value to the current work of Directorates and ensure our approach as a Council is efficient and effective. It is low cost compared to the other 4 boroughs.</p> <p>The 5 borough unit seeks to bring added value to each Borough's programme so that, by working collaboratively, benefits for local people are more fully realised.</p> <p>Each of the government's floor targets, all major priority areas for us, should see significant improvement from this added investment.</p> <p>Given the uncertainty about the demands of this work, the Council's Efficiency Board, an officer group chaired by the Chief Executive, will receive regular reports to ensure value for money can be demonstrated.</p> |



**BUDGET 2006/2007 - 2008/09  
RISK MITIGATION MEASURES**

Item Ref. No:  
**RSK/COR/02**

<b>TITLE OF ITEM:</b>	Asset and Programme/Project Management – Increasing capacity			
<b>DIRECTORATE:</b>	Corporate			
<b>SERVICE AREA:</b>	<b>LEAD OFFICER:</b>			Martin Smith
<b>FINANCIAL INFORMATION:</b>				
	<b>Current Budget</b>	<b>Bid</b>		
	<b>2005/2006 £000</b>	<b>2006/2007 £000</b>	<b>2007/2008 £000</b>	<b>2008/2009 £000</b>
<b>General Fund</b>		150	150	150
<b>HRA</b>				
<b>Other</b>				
<b>TOTAL</b>	N/A	150	150	150
<b>DESCRIPTION:</b>				
<b>What is the expenditure to be entered into, and how will it be spent?</b>				
<p>This bid is designed to strengthen capacity in two areas identified through the Council's risk management and service planning processes.</p> <p>Programme and project management - It is proposed to establish a common project management framework for adoption across the Council supported by the creation of a Programme Support Office (PSO). The PSO would co-ordinate and control the operation of the framework, provide intervention and support to complex projects and programmes, provide assurance to CMT &amp; Members, and assist in ensuring that intended outputs are delivered on time and budget.</p> <p>Asset Management – the funding will be used to expand, validate and improve information held on the Council's asset base to accelerate the production of a comprehensive asset register. This is vital to the development of an effective asset strategy, and to ensuring that the Council is optimising the use of its land and property assets in conjunction with its LSP partners. The funding would also be used to explore the options for generating and releasing additional value through improved asset management.</p>				
<b>JUSTIFICATION:</b>				
<b>a. What is the nature of the risk to be mitigated, and how will making this expenditure mitigate that risk?</b>				
<b>b. How will the proposed expenditure offer value for money? Does the expenditure have any implications for the achievement of efficiency targets?</b>				
<p>A number of the strategic budget risks identified in the report to Cabinet on 11<sup>th</sup> January 2006 are related to programme and project management. In addition the Council is engaged in a number of major programmes e.g. office accommodation, building schools for the future, ICT/e-government, customer access, which have a high degree of interdependence requiring a significant degree of corporate co-ordination. The adoption of more formal programme management arrangements will mitigate these risks and have been successfully introduced in a number of other Councils. Sound project management is acknowledged as a major contributor to improved value for money through avoiding delay and cost overrun.</p> <p>Given the strategic importance of land and property resources in Tower Hamlets and the significance of the Council's asset base, failure to optimise the use of those assets to deliver Community Plan objectives represents a significant risk. A more strategic approach to asset management should provide substantial added value to the Council, and provide opportunities for sharing scarce resources with the Council's partners which is likely to outweigh the additional funding proposed.</p> <p>The bid is intended to supplement and add value to existing mainstream activity by accelerating progress and the consequent identification and realisation of benefits.</p>				

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## **APPENDIX K - FINANCIAL RESERVES/BALANCES STATEMENT**

	<b>£M</b>	<b>£M</b>
<b>GENERAL FUND FINANCIAL RESERVES 31/3/2006</b>		
Audited Balance 31/03/05	9.9	
Balance sheet review	<u>1.6</u>	
		11.5
<b>2005/2006 Budget</b>		
Original Budget - Contribution to General Balances	2.0	
Projected underspend on services	<u>0.3</u>	
		2.3
<b>ESTIMATED WORKING BALANCE AT 31/3/2006</b>		<u><b>13.8</b></u>

\* Notes

- (i) There is a potential call on General Balances in relation to current investigations into financial irregularities in a number of organisations which are in receipt of regeneration funding for which the Council is the Accountable Body.

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## LONDON BOROUGH OF TOWER HAMLETS

### REPORT OF THE CABINET (8.2)

08 FEBRUARY 2006

To receive the report of the Cabinet at its meeting held on Wednesday **08 February 2006**.

For ease of reference a separate report has been produced in respect of each set of recommendations arising from the meeting of the Cabinet, held on 8<sup>th</sup> February 2006 to the full Council. Please find attached the second in this series of Council reports (8.2).

The Members who attended our meeting were: -

Councillor Michael Keith	Chair
Councillor Abdus Shukur	Vice-Chair
Councillor Ohid Ahmed	
Councillor Abdul Asad	
Councillor Richard Brooks	
Councillor David Edgar	
Councillor Judith Gardiner	
Councillor Shafiqul Haque	
Councillor Denise Jones	
Councillor M. Shahab Uddin	

Other Members present: -

Councillors A. Amos.

#### **\*1. 2006/2007 Prudential Indicators (CAB 157/056)**

We considered a report (attached as **Appendix A** to this Council report) which advised us that: -

- This Authority is required to set prudential indicators by the Local Government Act 2003 and the Local Authorities (Capital Financing and Accounting) Regulations 2003.
- The prudential indicators underpin this Authority's investment plans and demonstrate that they are financially prudent, affordable and sustainable. These indicators are intended to be used to monitor and regulate the decision making process.
- 2006/07 is the third year of operation of the Prudential Borrowing System and the Prudential Indicators set by Council on the 1st March 2006 will apply throughout the financial year.

- This Authority's Capital Strategy ensures that the use of capital resources is optimised by allocating funding to those programmes or projects that contribute most to the objectives set out in the Strategic Plan. The Capital Outlook and Review report for 2006/2007 to 2008/2009 was approved by us on 4<sup>th</sup> August 2005 and included projects to be funded by prudential borrowing. Prudential borrowing is at the discretion of individual local authorities and the debt charges must be funded locally and are therefore unsupported by Government grant. Current policy, as set out in the Capital Strategy, is that unsupported borrowing is only used for projects which are:-
  - Expected to generate sufficient revenue resources to finance the associated debt charges either through existing revenue budgets or on the basis of Invest to Save; or
  - A capital intensive service improvement which has been approved as part of the budget strategy.
  
- The indicators in the report before us are derived from the Capital Outlook and Review. They establish limits on the amount of borrowing this Authority can undertake in the medium term and demonstrate that such borrowing will not over-commit subsequent year's revenue budgets.
  
- The Regulations require that the Prudential Indicators be adopted by full Council and the indicators recommended by us will be considered by Council at their meeting to be held on the 1st March 2006.
  
- There are a number of developments which may necessitate the indicators being revised before they are considered by full Council and consequently it is recommended that the Director of Resources be authorised to adjust the figures prior to consideration by full Council.

We endorsed the following Authorised Limits for External Debt and agreed that full Council be recommended to adopt them:-

2006/2007	£597.000M
2007/2008	£591.000M
2008/2009	£597.000M

We endorsed the following Operational Boundaries for External Debt and agreed that full Council be recommended to adopt them: -

2006/2007	£577.000M
2007/2008	£571.000M
2008/2009	£577.000M

We noted the following financial indicators, as required under the Prudential Borrowing Code, and agreed that full Council be recommended to note them: -

	Actual 2004/2005	Estimate 2005/2006	Estimate 2006/2007	Estimate 2007/2008	Estimate 2008/2009
Ratio of Financing Costs to Net Revenue Stream.	2.94%	3.24%	3.24%	2.67%	2.36%
Impact of Capital Investment Decisions on Annual Band D Council Tax		£2.32	£2.57	£2.18	£3.02
Capital Expenditure (£Million)	£95.602	£104.720	£81.794	£83.526	£50.701
Capital Financing Requirement (£Million)	£567.702	£553.092	£568.185	£584.900	£603.245

We authorised our Director of Resources to revise the indicators as set out in recommendations set out above to reflect any developments between our meeting held on 8<sup>th</sup> February 2006 and that of full Council to be held on 1st March 2006.

**We therefore recommend Council to: -**

1. Adopt the following Authorised Limits for External Debt:-

2006/2007	£597.000M
2007/2008	£591.000M
2008/2009	£597.000M

2. Adopt the following Operational Boundaries for External Debt: -

2006/2007	£577.000M
2007/2008	£571.000M
2008/2009	£577.000M

3. Note the financial indicators set out below: -

	Actual 2004/2005	Estimate 2005/2006	Estimate 2006/2007	Estimate 2007/2008	Estimate 2008/2009
Ratio of Financing Costs to Net Revenue Stream.	2.94%	3.24%	3.24%	2.67%	2.36%
Impact of Capital Investment Decisions on Annual Band D Council Tax		£2.32	£2.57	£2.18	£3.02
Capital Expenditure (£Million)	£95.602	£104.720	£81.794	£83.526	£50.701
Capital Financing Requirement (£Million)	£567.702	£553.092	£568.185	£584.900	£603.245

Councillor Michael Keith  
Chair of the Cabinet

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**  
**LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

<b>Brief description of "background paper" number of holder</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone</b>
Cabinet Agenda – 08/02/06 Record of decisions Cabinet Meeting 08/02/06.		Angus Taylor 020 7364 4333



COMMITTEE Cabinet	DATE 8 <sup>th</sup> February 2006	CLASSIFICATION Unrestricted	REPORT NO.	AGENDA NO.
REPORT OF: Director of Resources		TITLE: 2006/2007 Prudential Indicators		
ORIGINATING OFFICER(S): Jim Ricketts, Manager Corporate Accounting Lorraine O'Leary, Senior Accountant (Capital)		Ward(s) affected: N/A		

## 1. SUMMARY

- 1.1 The Council is required to set prudential indicators by the Local Government Act 2003 and the Local Authorities (Capital Financing and Accounting) Regulations 2003.
- 1.2 The prudential indicators underpin the Council's investment plans and demonstrate that they are financially prudent, affordable and sustainable. These indicators are intended to be used to monitor and regulate the decision making process.
- 1.3 2006/07 is the third year of operation of the Prudential Borrowing System and the Prudential Indicators set by the Council on the 1st March 2006 will apply throughout the financial year.
- 1.4 The Council's Capital Strategy ensures that the use of capital resources is optimised by allocating funding to those programmes or projects that contribute most to the objectives set out in the Strategic Plan. The Capital Outlook and Review report for 2006/07 to 2008/09 was approved by the Cabinet on 4<sup>th</sup> August 2005 and includes projects to be funded by prudential borrowing. Prudential borrowing is at the discretion of individual local authorities and the debt charges must be funded locally and are therefore unsupported by Government grant. Current policy, as set out in the Capital Strategy, is that unsupported borrowing is only used for projects which are
  - expected to generate sufficient revenue resources to finance the associated debt charges either through existing revenue budgets or on the basis of Invest to Save or
  - a capital intensive service improvement which has been approved as part of the budget strategy.
- 1.5 The indicators in this report are derived from the Capital Outlook and Review. They establish limits on the amount of borrowing the Council can undertake in the medium term and demonstrate that such borrowing will not over-commit subsequent year's revenue budgets.
- 1.6 The Regulations require that the Prudential Indicators be adopted by Full Council and the indicators recommended by Cabinet will be considered by Council at their meeting on the 1st March 2006.
- 1.7 There are a number of developments which may necessitate the indicators being revised before they are considered by Council and consequently it is recommended that the Director of Resources be authorised to adjust the figures prior to consideration by Council.

## 2. **RECOMMENDATIONS**

Cabinet is recommended to:-

- 2.1 Endorse the following Authorised Limits for External Debt and recommend that they be adopted by Council. :-

2006/2007	£597.000 M
2007/2008	£591.000 M
2008/2009	£597.000 M

- 2.2 Endorse the following Operational Boundaries for External Debt and recommend that they be adopted by Council. :-

2006/2007	£577.000 M
2007/2008	£571.000 M
2008/2009	£577.000 M

- 2.3 Note the following financial indicators as required under the Prudential Borrowing Code and recommend that they be noted by Council: -

	Actual 2004/2005	Estimate 2005/2006	Estimate 2006/2007	Estimate 2007/2008	Estimate 2008/2009
Ratio of Financing Costs to Net Revenue Stream.	2.94%	3.24%	3.24%	2.67%	2.36%
Impact of Capital Investment Decisions on Annual Band D Council Tax		£2.32	£2.57	£2.18	£3.02
Capital Expenditure (£Million)	£95.602	£104.720	£81.794	£83.526	£50.701
Capital Financing Requirement (£Million)	£567.702	£553.092	£568.185	£584.900	£603.245

- 2.4 Authorise the Director of Resources to revise the indicators as set out in recommendations 2.1 to 2.3 of this report to reflect any developments between this meeting and Council on the 1st March 2006.

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**  
LIST OF BACKGROUND PAPERS USED IN THE PREPARATION OF THIS REPORT

***Brief description of background paper***

*The Prudential Code – Guidance Notes for Practitioners  
Directorate Bids  
Treasury Estimate Papers*

***Name and telephone number of holder  
And address where open to inspection***

*Lorraine O’Leary 4542 Accountant (Capital)  
Mulberry Place, 5<sup>th</sup> Floor.  
Jim Ricketts 4733 Corporate Accounting  
Manager  
Mulberry Place, 5<sup>th</sup> Floor.*

### **3. BACKGROUND**

- 3.1 The Prudential Code allows Councils discretion to determine their own levels of borrowing. This enables Councils to set their own levels of capital expenditure. Under the previous system of capital controls the Government specified the level of borrowing which a Council could undertake and this effectively resulted in the Government determining the total level of capital investment.
- 3.2 The principal constraint on the level of capital investment by individual Councils is the scope to finance the associated loan charges within revenue budgets. To ensure Councils do not over commit their revenue budgets the Government requires Councils to calculate a number of indicators to demonstrate that their investment programmes are financially prudent.

### **4. THE PRUDENTIAL CODE**

- 4.1 Prudential Indicators are part of an integrated strategy and budgeting regime, which regulate the activities of the Council.
- 4.2 This approach involves the Council establishing its medium term objectives within the Community/ Strategic Plan. The Financial Outlook and Review and the Capital Strategy documents determine the contribution which revenue and capital expenditure can make towards the achievement of these objectives within the projected resource constraints.
- 4.3 Annual revenue and capital budgets implement the Council's medium term financial plans.
- 4.4 Prudential indicators are a control mechanism within this process, which ensure that projections within the capital budgets are consistent with those within the revenue budgets. The Prudential indicators essentially ensure that adequate provision for the debt charges and any other revenue costs associated with the capital expenditure in the Capital Budget exists within the revenue budgets and that such costs are affordable.
- 4.5 In considering its programme for capital investment, the Council is required within the Prudential Code to have regard to:
- Affordability, e.g. implications for Council Tax/ impact on the Housing Revenue Account.
  - Prudence and sustainability, e.g. implications for long term external borrowing
  - Value for money, e.g. option appraisal
  - Stewardship of assets, e.g. asset management planning
  - Service objectives, e.g. strategic planning for the authority
  - Practicality, e.g. achievability of the forward plan.
- 4.6 The Prudential Code also emphasises that local authorities must have effective risk identification and management arrangements in place to cover eventualities that may occur over the lifetime of their capital programmes such as:
- Incomplete or inaccurate estimates

- Delays in securing capital receipts or grants
- Third party funders not meeting commitments to provide finance
- Anticipated future savings and revenue funding targets not being achieved
- Project management problems
- Adverse movements in interest rates
- Depreciation and impairment of assets
- Other future developments in proper practice
- Political changes

4.7 The detailed provisions relating to the system were developed by the Chartered Institute of Public Finance and Accountancy (CIPFA). CIPFA have identified a number of indicators for Chief Financial Officers to calculate to satisfy the requirements of the Prudential Borrowing System.

## **5. THE PROCESS**

5.1 There are two elements of Prudential Borrowing to finance capital investment: -

- Supported borrowing and
- Unsupported borrowing

5.2 Supported borrowing occurs when the Government reimburses individual Councils for the loan charges associated with an assumed level of borrowing. The assumed level of borrowing corresponds to the Government's assessment of how much a Council needs to invest to meet national targets and priorities for individual Council services.

5.3 The Government incorporates the loan charges associated with this level of capital investment in the calculation of the annual Formula Grant settlement and Housing Subsidy, although because of the increasing use of damping and scaling in the grant settlements the full cost of supported borrowing is not always being reflected in grants.

5.4 The Government's assessment of the amount this Council's relative borrowing requirement in 2006/07 is as set out in table 1.

Table 1: Supported Capital Expenditure (Revenue) 2006/07	
	£000
Housing	15,593
Education	9,201
Social Services	179
	£24,973

5.5 A report on this agenda recommends that the supported credit approvals as set out in Table 1 be allocated to the relevant Directorates.

5.6 Unsupported borrowing occurs when the loan charges associated with Council capital investment are not supported by the Government and consequently are entirely financed by either an increase in the Council Tax or a corresponding reduction in other revenue budgets.

- 5.7 Unsupported borrowing reflects local rather than national priorities and its use is evaluated and regulated through the Council's capital strategy.
- 5.8 The Code requires that the Council develop a framework to ensure that an integrated approach is adopted to the revenue and capital budgeting processes. In particular that the revenue costs associated with the capital investment programmes are consistent with the relevant revenue budgets.
- 5.9 The Capital Strategy recognised that the scope to provide revenue resources to finance the borrowing costs associated with the new projects financed by prudential borrowing would be severely constrained. Consequently the strategy provided that only projects which could identify revenue savings corresponding to the actual funding costs would be considered for prudential borrowing.
- 5.10 This approach is consistent with the primary investment criteria contained in the Capital Strategy.
- 5.11 On this basis Directorates were requested to detail the discretionary borrowing they required and how the associated loan charges were to be financed. Directorate requirements are as set out below :

	31 Mar 2006	31 Mar 2007	31 Mar 2008	31 Mar 2009
	£000	£000	£000	£000
Mile End Sports Centre	2.040			
Footway & Carriageway Repairs	1.500			
Vehicles	0.617			
Southern Grove Kitchen		0.800		
	4.157	0.800		

- 5.12 Finance for the loan charges associated with the borrowing for the Mile End Sports Centre will be funded from savings on the new management agreement identified within the Environment and Culture revenue budget.
- 5.13 The Footway and Carriageway repairs programme was established as a Service Improvement Priority during the 2005/06 budget cycle and the budget is topsliced to provide finance.
- 5.14 The Southern Grove kitchen project relates to the proposed relocation of the existing kitchen to Toby Lane as part of the accommodation strategy and is subject to approval by Cabinet at a later stage. The borrowing costs would be financed from savings resulting from the consolidation of operations in one building. The requisite borrowing is included in Prudential Indicators to enable this scheme to go ahead, should it be approved by Cabinet, but does not commit the Council to proceed with the project.

## **6. PRUDENTIAL INDICATORS**

- 6.1 There are three categories of indicators under the Prudential Code developed by CIPFA :-
- 6.1.1 Prudential Indicators relating to Capital Investment.
- 6.1.2 Prudential Indicators for External Debt.

### 6.1.3 Prudential Indicators relating to Treasury Management.

## 7. **PRUDENTIAL INDICATORS RELATING TO CAPITAL INVESTMENT.**

- 7.1 This set of indicators attempts to assess the affordability of the Council's capital expenditure plans. The indicators assess the impact on revenue budgets by determining the Council's expenditure plans and then calculating the proportion of revenue resources which will be required to provide finance for the associated loan charges and the potential increase in Council Tax levels.
- 7.2 The actual capital expenditure that was incurred in 2004/05 and the estimates of capital expenditure to be incurred for the current and future years are as set out in Table 3:

	31 Mar 2005 Actual £ Million	31 Mar 2006 Estimate £ Million	31 Mar 2007 Estimate £ Million	31 Mar 2008 Estimate £ Million	31 Mar 2009 Estimate £ Million
Housing	52.103	47.140	32.134	23.085	17.901
Social Services	1.242	2.284	1.836	0.450	0.365
Education	15.985	10.817	13.514	8.404	13.132
Cultural Services	2.322	1.827	1.917	3.350	2.150
Infrastructure Works	6.453	10.864	13.195	13.995	10.640
Regeneration	1.152	1.805	3.018	2.734	
Major Projects	13.908	26.227	9.990	27.383	2.513
Corporate Projects	2.437	3.756	6.190	4.125	4.000
	95.602	104.720	81.794	83.526	50.701
Represented by :-					
HRA	40.597	34.054	29.066	19.861	15.801
General Fund	55.005	70.666	52.728	63.665	34.900
	95.602	104.720	81.794	83.526	50.701

Housing expenditure includes improvement grants to private landlords which is classified as general fund expenditure, in addition to capital expenditure relating to investment in dwellings maintained by the Housing Revenue Account.

- 7.3 The ratio of financing costs to net revenue stream sets out the loan charges associated with capital expenditure as a proportion of the income the Council receives from Council Tax and Government grants. Broadly it corresponds to the proportion of the Council's income that will need to be allocated to finance interest and debt repayments. An increasing proportion indicates that revenue budgets will be committed in the medium term and the scope to adjust budgets will be constrained. Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2004/05 are as set out in Table 4:

	31 Mar 2005 Actual %	31 Mar 2006 Estimate %	31 Mar 2007 Estimate %	31 Mar 2008 Estimate %	31 Mar 2009 Estimate %
HRA	22.35%	21.67%	20.23%	20.23%	20.23%
General Fund	2.94%	3.24%	3.24%	2.67%	2.36%

The table indicates that for the General Fund the proportion of financing costs is projected to reduce over the period principally because of the projected increase in income from grants and Council Tax. For the HRA the reduction is attributable to the repayment of debt as a consequence of the stock transfer process.

- 7.4 The Capital Financing requirement represents the capital expenditure within each year, which is to be financed by borrowing together with the cumulative amounts of borrowing in previous financial years. Estimates of the end of year capital financing requirement for the authority for the current and future years and the actual capital financing requirement at 31 March 2005 are as set out in Table 5:

	31 Mar 2005 Actual £ Million	31 Mar 2006 Estimate £ Million	31 Mar 2007 Estimate £ Million	31 Mar 2008 Estimate £ Million	31 Mar 2009 Estimate £ Million
HRA	404.705	339.197	354.790	370.383	380.383
General Fund	162.997	213.895	213.395	214.517	222.861
	567.702	553.092	568.185	584.900	603.245

- 7.5 It should be recognised that the Council has to borrow both to provide temporary finance for its revenue transactions and for capital purposes. The Council manages its treasury position in terms of its borrowing and investments in accordance with its approved treasury management strategy and practices. In day to day cash management, no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the authority's underlying need to borrow for a capital purpose.

- 7.6 CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years."

- 7.7 The Director of Resources reports that the authority had no difficulty meeting this requirement in 2004/05, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

- 7.8 The Prudential Code requires the Council to calculate notional figures which indicates the impact of planned borrowing on Council Tax levels. In practice, decisions on capital investment are taken as part of the wider budget and service planning process so that investment needs, revenue budget levels and Council Tax are considered together rather than in isolation. For the HRA the ability to undertake unsupported borrowing is effectively limited by subsidy levels and rental income which are both regulated by Government. There is therefore no direct impact on rent levels arising from the Prudential Borrowing limits proposed in this report.

- 7.9 The figures in the table are based on the gross borrowing costs of both discretionary and supported capital expenditure. It should be recognised that a proportion of the borrowing costs are financed by the Government through the revenue support grant and housing subsidy systems.

	Annual Band D Council Tax £	Average Weekly Housing Rents £
31 Mar 2006	2.32	0.00
31 Mar 2007	2.57	0.00
31 Mar 2008	2.18	0.00
31 Mar 2009	3.02	0.00

## **8. THE PRUDENTIAL INDICATORS FOR EXTERNAL DEBT**

- 8.1 The Prudential Indicators relating to external debt set out the maximum level of debt the Council can borrow consistent with its capital expenditure plans and the parameters within which the Director of Resources can undertake borrowing under delegated authority.
- 8.2 The CIPFA Code requires Councils to determine the maximum level of external debt and other long-term liabilities for the current and succeeding three financial years.
- 8.3 The Other Long Term Liabilities relate to the leases at Mulberry Place. The calculation of the sum is prescribed by the Code and represents the notional capital sum relating to future rental payments.
- 8.4 The Director of Resources has calculated the limits on the basis of an estimate of the most likely, prudent scenario, with a contingency sum to cover unforeseen eventualities.

	31 Mar 2006 £ Million	31 Mar 2007 £ Million	31 Mar 2008 £ Million	31 Mar 2009 £ Million
Borrowing	547.000	548.000	543.000	550.000
Other Long Term Liabilities	50.000	49.000	48.000	47.000
Total	597.000	597.000	591.000	597.000

- 8.5 The Director of Resources is required to obtain Council approval to subsequently revise the Authorised limit.
- 8.6 In taking its decisions on this budget report, the Council is asked to note that the authorised limit determined for 2006/07 (see paragraph 6 above) will be the statutory limit determined under the Local Government Act.
- 8.7 The Code also requires the Council to set an operational boundary for external debt for the same time period. The Operational Boundary differs from the authorised limit for external debt in that it excludes the contingency sum and it can be exceeded without requiring the approval of Council. The operational boundary represents a key management tool for in year monitoring by the Director of Resources.



	31 Mar 2006	31 Mar 2007	31 Mar 2008	31 Mar 2009
	£ Million	£ Million	£ Million	£ Million
Borrowing	527.000	528.000	523.000	530.000
Other Long Term Liabilities	50.000	49.000	48.000	47.000
Total	577.000	577.000	571.000	577.000

8.8 The Council's actual external debt at 31 March 2005 was £517.084 million.

## **9. PRUDENTIAL INDICATORS RELATING TO TREASURY MANAGEMENT.**

9.1 This category of indicator regulates the additional borrowing which may be undertaken to ensure that it is based on financially sound principles and minimises the risk associated with adverse movements in interest rates.

9.2 The Prudential Code requires that the Council sets a number of indicators to set the parameters within which the Director of Resources can undertake treasury related transactions under delegated authority.

9.3 It is recommended that the Council sets a maximum level of 100% for its fixed interest rate exposure and a maximum variable rate exposure limit of 20%. This will enable the Director of Resources to manage fixed interest exposures within the range 80% to 100% and variable rate within the range 0% to 20% of net outstanding principal sums.

9.4 It will be necessary for the Council to undertake additional borrowing to finance both capital expenditure and debt maturities. To minimise the Council's potential exposure to adverse movements in interest rates the debt portfolio is managed to ensure that debt matures evenly throughout the debt term. It is recommended that the Council sets upper and lower limits for the maturity structure of its borrowings is as set out in Table 9.

	Upper limit	Lower limit
under 12 months	10%	0%
12 months and within 24 months	25%	0%
24 months and within 5 years	25%	0%
5 years and within 10 years	100%	0%
10 years and above	25%	0%

9.5 There are no proposals for the Council to invest sums for periods longer than 364 days.

## **10. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

10.1 The comments of the Director of Resources have been incorporated into the report.

## **11. RISK MANAGEMENT IMPLICATIONS**

- 11.1 The Prudential Code attempts to address the potential risks inherent in granting Councils discretion to determine their own level of capital expenditure and associated borrowing.
- 11.2 The indicators ensure that Members are aware of the implications of the capital expenditure decisions taken on the revenue budgets to determine if they are affordable.
- 11.3 The Council has restricted its Prudential Borrowing to levels at which the associated loan charges are financed by either Formula Grant or a compensating reduction in revenue budgets.
- 11.4 This ensures that the impact of the borrowing on revenue budgets is broadly neutral.

## **12. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 12.1 The report sets out the calculations required under The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003.
- 12.2 The Regulations require that the Prudential Indicators be considered by Full Council as part of the budget setting process.

## **13. ANTI POVERTY IMPLICATIONS**

- 13.1 There are no specific anti poverty implications.

## **14. EQUAL OPPORTUNITIES IMPLICATIONS**

- 14.1 There are no specific equal opportunities considerations.

## **15. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 15.1 There are no sustainable action for a greener environment implications.

## **16. EFFICIENCY STATEMENT**

- 16.1 The evaluation process for projects includes criteria for the delivery of efficiency improvements within the Council, prior to the adoption of capital estimates being approved.

## LONDON BOROUGH OF TOWER HAMLETS

### REPORT OF THE CABINET (8.3)

08 FEBRUARY 2006

To receive the report of the Cabinet at its meeting held on Wednesday **08 February 2006**.

For ease of reference a separate report has been produced in respect of each set of recommendations arising from the meeting of the Cabinet, held on 8<sup>th</sup> February 2006 to the full Council. Please find attached the third in this series of Council reports (8.3).

The Members who attended our meeting were: -

Councillor Michael Keith	Chair
Councillor Abdus Shukur	Vice-Chair
Councillor Ohid Ahmed	
Councillor Abdul Asad	
Councillor Richard Brooks	
Councillor David Edgar	
Councillor Judith Gardiner	
Councillor Shafiqul Haque	
Councillor Denise Jones	
Councillor M. Shahab Uddin	

Other Members present: -

Councillors A. Amos.

**\*1. Treasury Management Strategy Statement and Annual Investment Strategy 2006/2007 (CAB 158/056)**

We considered a report (attached as **Appendix A** to this council report) which advised us that: -

- The Prudential Borrowing system provides local authorities with increased discretion when undertaking Treasury related activities such as borrowing and lending.
- To ensure that such discretion is exercised prudently, the Local Government Act 2003 requires local authorities to prepare a Treasury Strategy and an Investment Strategy annually.

- The Treasury Strategy sets out this Authority’s proposed borrowing for the financial year and establishes the parameters within which officers may undertake such activity.
- The Annual Investment Strategy sets out this Authority’s policies for managing its investments and for giving priority to the security and liquidity of those investments.

We endorsed the Treasury Management Strategy Statement, as set out in sections 4-9 of the report before us.

We endorsed the Annual Investment Strategy, as set out in section 10 of the report before us.

We agreed that full Council be recommended to adopt the Treasury Management Strategy Statement and Annual Investment Strategy as set out in as set out in Sections 4-9 and Section 10 respectively of the report before us.

**We therefore recommend Council to: -**

Adopt the Treasury Management Strategy Statement and Annual Investment Strategy, as set out in Sections 4-9 and Section 10 respectively of the report (CAB 158/056) **(Attached at Appendix A to this Council report).**

**Councillor Michael Keith  
Chair of the Cabinet**

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**

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

<b>Brief description of “background paper” number of holder</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone</b>
Cabinet Agenda – 08/02/06 Record of decisions Cabinet Meeting 08/02/06.		Angus Taylor 020 7364 4333

COMMITTEE Cabinet	DATE 8 <sup>th</sup> February 2006	CLASSIFICATION Unrestricted	REPORT NO.	AGENDA NO.
REPORT OF: Director of Resources		TITLE: Treasury Management Strategy Statement And Annual Investment Strategy 2006/2007		
ORIGINATING OFFICER(S): Jim Ricketts, Manager Corporate Accounting Lorraine O'Leary, Senior Accountant (Capital)		Ward(s) Affected: N/A		

## 1. SUMMARY

- 1.1 The Prudential Borrowing system provides Councils with increased discretion when undertaking Treasury related activities such as borrowing and lending.
- 1.2 However to ensure that such discretion is exercised prudently the Local Government Act 2003 requires Councils to prepare annually a Treasury Strategy and an Investment Strategy.
- 1.3 The Treasury Strategy sets out the Council's proposed borrowing for the financial year and establishes the parameters within which officers may undertake such activity.
- 1.4 The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

## 2. RECOMMENDATIONS

Cabinet are recommended to:-

- 2.1 Endorse the Treasury Management Strategy Statement as set out in sections 4-9 of this report.
- 2.2 Endorse the Annual Investment Strategy as set out in section 10 of this report.
- 2.3 Recommend that Full Council adopt the Treasury Management Strategy Statement and Annual Investment Strategy.

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### LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

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

***Brief description of "background papers"***

*The Prudential Code – Guidance Notes for Practitioners  
Cash Manager's Contract  
Sector Guidance*

***Name and telephone number of holder  
And address where open to inspection***

*Jim Ricketts Ext. 4733  
Mulberry Place, 5<sup>th</sup> Floor.*

### **3. BACKGROUND**

- 3.1 The Local Government Act 2003 Act requires the Council to establish a treasury strategy for borrowing and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 3.2 The suggested strategy for 2006/07 encompasses the following elements of the treasury management function and incorporates the economic forecasts provided by the Council's treasury advisor:-
- Treasury limits in force which will limit the treasury risk and activities of the Council;
  - Prudential Indicators
  - The current treasury position;
  - The borrowing requirement
  - Prospects for interest rates;
  - The borrowing strategy;
  - Debt rescheduling;
  - The investment strategy
  - Any extraordinary treasury issues

### **4. TREASURY LIMITS FOR 2006/07 TO 2008/09**

- 4.1 The Prudential Borrowing System requires Councils to calculate and monitor a number of indicators to ensure that the level of borrowing is affordable. It is these indicators which set the parameters within which treasury operations are undertaken.
- 4.2 The indicators are set out on another report on this agenda.

### **5. CURRENT PORTFOLIO POSITION**

- 5.1 The Council's treasury portfolio position as at the 31<sup>st</sup> March 2005 comprised the following elements: -

Table 1: Treasury Portfolio as at 31 March 2005

		£ Million	Average Rate of Interest %
Fixed Rate Funding	PwLB	517.084	
	Market		
		<hr/>	8.536%
		517.084	
Other Long Term Liabilities			
		<hr/>	
		£517.084	8.536%
		<hr/>	
Investments	Internally Managed	119.452	3.635%
	Cash		
	Managers	<hr/>	
		17.336	
		<hr/>	
		£136.788	

## 6. BORROWING REQUIREMENT

- 6.1 It is projected the borrowing requirement in 2006/07 will be £42.361 million comprising the following elements.

Table 2: Borrowing Requirement

	2004-2005 Actual	2005-2006 Projected	2006-2007 Projected	2007-2008 Projected	2008-2009 Projected
New Borrowing (Supported)	18.510	22.722	24.627	17.060	17.618
Prudential Borrowing	0.157	4.157	0.800		
Alternative Financing Arrangements		50.000			
Net Replacement Borrowing	16.402	11.273	16.934	18.046	5.493
	£35.069	£88.152	£42.361	£35.106	£23.111

- 6.2 The borrowing requirements for 2007/08 and 2008/09 are provisional and dependent upon the setting of future years capital programmes.
- 6.3 The Alternative Financing Arrangements of £50.000 million in 2005/06 relate to the calculated capital cost of the leases of Mulberry Place and Anchorage House. These do not involve the immediate expenditure of cash or direct borrowing, but represent an accounting requirement that the implicit capital value of the contracts be incorporated into the accounts and count against the prudential borrowing limits.

- 6.4 The 2006/07 Prudential Borrowing provision is as set out in table 3. The borrowing is provisional because the individual projects and

Table 3: Prudential Borrowing

	Borrowing Provision 2006-2007 £ Million
Replacement of Southern Grove Kitchens	0.800
	<u>£0.800</u>

resource allocations have yet to be formally approved. Reports seeking approval to the projects will be submitted to Cabinet at a later date. Adopting the Treasury Strategy does not commit the Council to progressing the projects.

- 6.5 The future years borrowing requirement will be subject to a number of influences which could influence the level of potential borrowing. The principal influence will be the level of resources available from asset disposals to support the capital programme.
- 6.6 To obtain maximum flexibility to adapt to this uncertainty it is proposed in 2006/07 to minimise borrowing by utilising the Councils investments to provide temporary finance, or if this is insufficient, to borrow short-term.

## 7. PROSPECTS FOR INTEREST RATES

7.1 The borrowing and investment strategy will be determined by the economic environment within which it operates.

7.2 The Council has appointed Sector Treasury Services as treasury adviser to the Council and part of their service is to assist the Council to formulate a view on interest rates. The following table gives the Sector central view.

Sector View: Interest rate forecast – October 2005

	Dec 2005	Mar 2006	June 2006	Sept 2006	Dec 2006	Mar 2007	June 2007	Sep 2007	Dec 2007
Base Rate	4.50%	4.50%	4.25%	4.25%	4.00%	4.25%	4.50%	4.75%	4.75%
5 yr. Gilt Y	4.25%	4.00%	4.00%	4.25%	4.50%	4.75%	4.75%	4.75%	4.75%
10 yr. F Rate	4.50%	4.25%	4.50%	4.75%	4.75%	4.75%	4.75%	4.75%	4.75%
25 yr. F Rate	4.50%	4.50%	4.50%	4.50%	4.75%	4.75%	4.75%	5.00%	5.00%

7.3 The Sector view is that base rates will remain at 4.5% until spring 2006 when they will fall to 4% by December 2006 after which they will increase to 4.75% by the end of the year.

7.4 This interest rate view is predicated upon a continuing slowdown in economic activity with increasing levels of public expenditure being financed by increased taxation.

## 8. BORROWING STRATEGY

8.1 Sector advise that the implications of these macro-economic forecasts for the borrowing strategy are as follows:

- 25-30 year PWLB rate will remain flat at 4.5% until Q3 2006 when it will rise to 4.75% with a further increase to 5.00% in Q4 2007. As the Sector forecast is in 25bp segments there is obviously scope for the rate to move away slightly from 4.5% without affecting this overall forecast.
- 10 year PWLB rate to dip to 4.25% in the first quarter of 2006 but will then rise to reach 4.75% in Q3 2006 and then remain unchanged until the end of 2007.

8.2 This forecast indicates, therefore, that the borrowing strategy for 2006/07 should be set to take long dated borrowings in the first half of the fiscal year before PWLB rates rise. This applies particularly to the 10-year area where we forecast the rate to fall to 4.25% in Q1 2006. Variable rate borrowing and borrowing in the five-year area will also be attractive in the first half of the fiscal year while the base rate is on a falling trend.



- 8.3 These interest rate expectations provide a variety of options:
- Short-term variable rates will be good value compared to long-term rates, and are likely to remain so for potentially at least the next couple of years. Best value will therefore be achieved by borrowing short term at variable rates in order to minimise borrowing costs in the short term or to make short-term savings in order to meet budgetary constraints.
  - That the risks intrinsic in the shorter term variable rates are such, when compared to historically relatively low long term fixed funding, which may be achievable in 2006/07, that the Council will maintain a stable, longer term portfolio by drawing longer term fixed rate funding at a marginally higher rate than short term rates.
- 8.4 Against this background caution will be adopted with the 2006/07 treasury operations. The Director of Resources will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, with the eventual objective of avoiding volatility.
- 8.5 The main sensitivities of the forecast are likely to be the two scenarios below. The Director of Resources, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:
- If it were felt that there was a significant risk of a sharp rise in long and short term rates, perhaps arising from a greater than expected increase in world economic activity or in increases in inflation, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.
  - If it were felt that there was a significant risk of a sharp fall in long and short term rates, due to e.g. growth rates remaining low or weakening, then long term borrowings will be postponed, and any rescheduling from fixed rate funding into variable or short rate funding will be exercised.

## **9. DEBT RESCHEDULING**

- 9.1 Opportunities may exist for restructuring long term debt into short term variable rate debt to produce savings later in the year, particularly once base rate has fallen to 4.25%. With variable rate borrowing rates likely to fall significantly during 2006/07, it will be best to avoid restructuring into fixed borrowing for short periods (e.g. one year). Long term fixed rates are not expected to rise back above 5.00% during 2006/07. Consequently long term debt rates at or around 4.75% would warrant reviewing the potential for undertaking debt restructuring. Any positions taken via rescheduling will be in accordance with the strategy position outlined in paragraph 7 above.
- 9.2 In addition, the Council will actively give consideration during the year to taking advantage of small movements in PWLB rates to reduce the cost of existing debt in the portfolio by reborrowing at lower rates without making significant changes to the type of debt (fixed / variable) or maturity periods.

- 9.3 The reasons for any rescheduling to take place will include:
- the generation of cash savings at minimum risk;
  - in order to help fulfil the strategy outlined in paragraph 7 above; and
  - In order to enhance the balance of the long-term portfolio (amend the maturity profile and/or the balance of volatility).

## **10. ANNUAL INVESTMENT STRATEGY**

### 10.1 Investment Policy

10.1.1 The Council will have regard to the ODPM's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are: -

- The security of capital
- The liquidity of its investments.

10.1.2 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

10.1.3 The Council is required to define the types of instruments in which it invests its funds into specified and non-specified instruments.

10.1.4 Specified investments comprise investment instruments which the Council considers offer high security and liquidity. These instruments can be used with minimal procedural formalities. The guidance issued by the Government considers that specified investment have the following characteristics: -

- Denominated in sterling and have a term of less than one year.
- Instruments of less than one year issued by the Government or other Local Authorities
- Have "high" credit ratings as determined by the Council itself.

10.1.5 All other investments are termed non-specified investments. These involve a relatively higher element of risk, and consequently the Council is required to set a limit on the maximum proportion of their funds which will be invested in these instruments. The Strategy should also specify the guidelines for making decisions and the circumstances in which professional advice is obtained.

10.1.6 Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

#### **Specified Investments:**

(All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' rating criteria where applicable)

Details of the various credit ratings are set out in Appendix 1.

	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility		In-house
Term deposits – UK government		In-house
Term deposits – Other Local Authorities		In-house
Term deposits – banks and building societies **	Short-term F1+, Long-term AA	In-house and fund managers
Certificates of deposits issued by banks and building societies	Short-term F1+, Long-term AA,	Fund Managers
Money Market Funds	AAA	
UK Government Gilts		Fund Managers
Gilt Funds and Bond Funds		Fund Managers
Treasury Bills		Fund Managers

Non-Specified Investments:

A maximum of 10% will be held in aggregate in non-specified investments

	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total investments</b>	<b>Max. maturity period</b>
Certificates of deposits issued by banks and building societies	AA Individual F1+	Fund manager	10%	10 Yrs.
UK Government Gilts with maturities in excess of 1 year		Fund Manager	10%	
Bonds issued by multilateral development banks	AA Individual F1+	In-house on a 'buy-and-hold' basis. Also for use by fund manager	10%	10 Yrs.
Bonds issued by a financial institution which is guaranteed by the UK government		In-house on a 'buy-and-hold' basis. Also for use by fund manager	10%	
Sovereign bond issues (i.e. other than the UK govt)	AA	Fund Manager	10%	

The Council's external fund manager will be required to comply with the Annual Investment Strategy. The agreement between the Council and the fund manager additionally stipulate guidelines on duration and other limits in order to contain and control risk.

The Council uses Fitch ratings to derive its criteria. Where a counterparty does not have a Fitch rating, the equivalent Moody rating will be used. All credit ratings will be monitored monthly. The Council is alerted to changes in Fitch ratings through its use of the Sector creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

## 10.2 Investment Strategy

10.2.1 In-house Funds: The Council's in house investments are principally related to cashflow. Investments will accordingly be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

10.2.2 Interest Rate Outlook: Sector is forecasting base rates to be on a falling trend from 4.50% to reach 4.00% in Q4 2006 but to rise again to end Q1 2007 at 4.25%. Councils should therefore seek to lock in longer period investments at higher rates before this fall starts for some element of their investment portfolio which represents their core balances. Some investments should be aimed to mature during Q1 2007 when the interest rate cycle turns up and the market yield curve should have turned positive. This will enable councils to lock into higher yielding investments with their maturing deposits. For 2006/7 clients should budget for a cautious investment return of 4.0%.

10.2.3 Fund Manager's View on Interest Rates: £17 million of the Council's funds are externally managed on a discretionary basis by Investec. Their view on interest rates and opportunities for gilts/bonds broadly correspond to those of Sector.

10.3 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

## 11. **TRANSFER OF HOUSING STOCK**

11.1 Transfer of housing stock will involve the redemption of a proportion of the Councils long-term debt portfolio through one-off payments by the Office of the Deputy Prime Minister (ODPM).

11.2 There are a number of debt strategies which can be adopted to take advantage of the opportunity to restructure the Council's debt portfolio during and after the transfer process. The Director of Resources will, in conjunction with the Councils advisors, continue to monitor and assess the situation in order to optimise the Council's position.

## 12. **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

12.1 The comments of the Director of Resources have been incorporated into the report.

## 13. **RISK MANAGEMENT IMPLICATIONS**

13.1 There is inevitably a degree of risk inherent in all treasury activity.

- 13.2 The Investment Strategy identifies the risk associated with different classes of investment instruments and sets the parameters within which treasury activities can be undertaken and controls and processes appropriate for that risk.
- 13.3 Treasury operations are undertaken by nominated officers within the parameters prescribed by the Treasury Management Policy Statement as approved by the Council.
- 13.4 In determining the risk and appropriate controls the Council has obtained independent advice from Sector Treasury Services whom specialise in Council treasury issues.

#### **14. CONCURRENT REPORT OF THE INTERIM CHIEF LEGAL OFFICER**

- 14.1 This report is required by guidance issued by the Secretary of State on Council's investments under powers contained in section 15(1)(a) of the Local Government Act 2003.
- 14.2 The guidance, which applies to all investments other than those of Pension Funds or Trust Funds, requires Councils to adhere to the CIPFA Treasury Code and approve an annual Investment Strategy.
- 14.3 This report complies with those requirements and the Annual Investment Strategy and Treasury Management Strategy Statement must be approved by Full Council.

#### **15. ANTI POVERTY IMPLICATIONS**

- 15.1 There are no specific anti poverty implications.

#### **16. EQUAL OPPORTUNITY IMPLICATIONS**

- 16.1 There are no specific equal opportunity implications.

#### **17. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 17.1 There are no sustainable action for a greener environment implications.

#### **18. EFFICIENCY STATEMENT**

- 18.1 The Treasury Management Strategy and Investment Strategy and the arrangements put in place to monitor them should ensure that the Council optimises the use of its monetary resources within the constraints placed on the Council by statute, appropriate management of risk and operational requirements.

#### **APPENDICES**

Appendix1 - Definition of Credit Ratings

## Appendix 1: Definition of Credit Ratings

### Support Ratings

Rating	
1	A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to support the bank in question. This probability of support indicates a minimum Long-term rating floor of 'A-'.
2	A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-term rating floor of 'BBB-'.
3	A bank for which there is a moderate probability of support because of significant uncertainties about the ability or propensity of the potential provider to do so. This probability of support indicates a minimum Long-term rating floor of 'BB-'.
4	A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'B'.
5	A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to a very weak financial ability to do so. This probability of support indicates a Long-term rating floor no higher than 'B-' and in many cases no floor at all.

### Short-term Ratings

Rating	
F1	<b>Highest credit quality.</b> Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.
F2	<b>Good credit quality.</b> A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.
F3	<b>Fair credit quality.</b> The capacity for timely payment of financial commitments is adequate; however, near-term adverse changes could result in a reduction to non-investment grade.

### Long-term Ratings

Rating	Current Definition (August 2003)
AAA	<b>Highest credit quality.</b> 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for timely payment of financial commitments. This capacity

	highly unlikely to be adversely affected by foreseeable events.
<b>AA</b>	<b>Very high credit quality.</b> 'AA' ratings denote a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.
<b>A</b>	<b>High credit quality.</b> 'A' ratings denote a low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.
<b>BBB</b>	<b>Good credit quality.</b> 'BBB' ratings indicate that there is currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions are more likely to impair capacity. This is the lowest investment-grade category.

### Individual Ratings

Rating	
<b>A</b>	A very strong bank. Characteristics may include outstanding profitability and balance sheet integrity, franchise, management, operating environment or prospects.
<b>B</b>	A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.
<b>C</b>	An adequate bank, which, however, possesses one or more troublesome aspects. There may be some concerns regarding profitability and balance sheet integrity, franchise, management, operating environment or prospects.
<b>D</b>	A bank, which has weaknesses of internal and/or external origin. There are concerns regarding its profitability, substance and resilience, balance sheet integrity, franchise, management, operating environment or prospects. Banks in emerging markets are necessarily faced with a greater number of potential deficiencies of external origin.
<b>E</b>	A bank with very serious problems, which either requires or is likely to require external support.



## LONDON BOROUGH OF TOWER HAMLETS

### REPORT OF THE CABINET (8.4)

08 FEBRUARY 2006

To receive the report of the Cabinet at its meeting held on Wednesday **08 February 2006**.

For ease of reference a separate report has been produced in respect of each set of recommendations arising from the meeting of the Cabinet, held on 8<sup>th</sup> February 2006 to the full Council. Please find attached the fourth in this series of Council reports (8.4).

The Members who attended our meeting were: -

Councillor Michael Keith	Chair
Councillor Abdus Shukur	Vice-Chair
Councillor Ohid Ahmed	
Councillor Abdul Asad	
Councillor Richard Brooks	
Councillor David Edgar	
Councillor Judith Gardiner	
Councillor Shafiqul Haque	
Councillor Denise Jones	
Councillor M. Shahab Uddin	

Other Members present: -

Councillors A. Amos.

#### **\*1 Children and Young People's Plan (CAB 159/056)**

Our Councillor Asad having declared a prejudicial interest in respect of this report withdrew from the proceedings at the commencement of consideration of this item of business, being 6.05pm.

We considered a report (attached as **Appendix A** to this council report) which advised us of the on-going process of developing the Children and Young People's Plan for Tower Hamlets, summarised feedback from the consultation exercise undertaken as part of that process, and submitted a final draft of the Plan for our consideration.

Our Corporate Director Children's Services, in response to a question from our Chair advised us that: -

- That the localisation debate had contributed to the development of the Children and Young People's Plan and would be reflected in the body of the Plan.
- Local Area Partnership priorities for children and young people would be incorporated within the costed first year work plan associated with the Children and Young People's Plan.

We noted the contents of the report before us.

We endorsed the Children and Young People's Plan, attached at Appendix 1 to the report before us and agreed that full Council be recommended to approve the Plan.

We noted that the summary findings of consultation in respect of the Children and Young People's Plan, attached at Appendix 2 to the report before us.

We authorised our Corporate Director Children's Services to make any appropriate and necessary amendments to the Children and Young People's Plan, subsequent to its approval by full Council, which are consistent with its present spirit.

We noted that the time-scale for the completion of the Children and Young People's Plan, as set out at paragraph 3.7 of the report before us.

**We therefore recommend Council to: -**

Approve the Revised Children and Young People's Plan, attached at Appendix 1 to the report (CAB 159/056) **(Attached at Appendix A to this Council report)**.

**Note by the Chief Executive**

Following the Cabinet meeting the Corporate Director, Children's Services has revised the Children's and Young People's Plan and it is submitted to Council for approval at Appendix A.

Our Councillor Asad re-entered the proceedings following consideration of this item of business being 6.06pm.

**Councillor Michael Keith  
Chair of the Cabinet**

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**

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

<b>Brief description of "background paper" number of holder</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone</b>
Cabinet Agenda – 08/02/06 Record of decisions Cabinet Meeting 08/02/06.		Angus Taylor 020 7364 4333

<b>Committee:</b>  Cabinet	<b>Date:</b>  8 <sup>th</sup> February 2006	<b>Classification</b> :  Unrestricted	<b>Report No:</b>	<b>Agenda Item No:</b>
<b>Report of:</b> Corporate Director (Children's Services)		<b>Title:</b> Children and Young People's Plan		
<b>Originating Officer:</b> Kevan Collins		<b>Ward(s) Affected:</b> All		

## 1. INTRODUCTION/SUMMARY

- 1.1 This paper seeks to notify cabinet of the on-going process of developing the Children and Young People's Plan for Tower Hamlets. It identifies summary feedback from the consultation exercise and presents a final draft for comment.

## 2. RECOMMENDATIONS

Cabinet is recommended to: -

- 2.1 Note the contents of the report.
- 2.2 Endorse the Children and Young People's Plan attached at Appendix 1 to the report and recommend Council approve the Plan
- 2.3 Note the summary findings of consultation in respect of the Children and Young People's Plan attached at Appendix 2 to the report
- 2.4 Authorise the Corporate Director (Children's Services) to make any appropriate and necessary amendments to the Children and Young People's Plan, subsequent to its approval by Council, which are consistent with its present spirit;
- 2.5 Note the time-scale for the completion of the Children and Young People's Plan as set out at paragraph 3.7 of the report

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**LOCAL GOVERNMENT ACT 2000 (SECTION 97)  
LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS  
REPORT**

<b>Brief description of "background papers"</b>	<b>Tick if copy supplied for register</b>	<b>If not supplied, name and telephone number of holder</b>
Children and Young People's Plan guidance		Chris Munday 0287

### **3. BACKGROUND**

- 3.1 The DfES has issued guidance on the development of the Children and Young People's Plan. It notes that: 'The Children and Young People's Plan (CYPP) is an important element of the reforms underpinned by the Children Act 2004.'
- 3.2 The Government intends that all areas should produce a single, strategic, overarching plan for all services affecting children and young people. This should support more integrated and effective services to secure the outcomes for children set out in Every Child Matters.
- 3.3 The requirement to produce a CYPP is new, but requirements for seven statutory plans and 12 non-statutory plans are being removed.
- 3.4 The guidance identifies that Local Authorities have to lead the development of the plan and agree clear targets and priorities for all services affecting children and young people, to identify the actions and activities needed to achieve them, and ensure delivery.
- 3.5 Regulations require the CYPP to cover:
- a. improvements which the authority intends to make during the plan period to the outcomes for children and young people
  - b. a local vision for children and young people
  - c. an assessment of needs in relation to the outcomes
  - d. priorities and key actions planned to achieve the outcomes
  - e. a statement of how resources will be deployed to achieve the outcomes
  - f. an explanation of how the plan relates to arrangements for performance management and review of services

- g. the arrangements for co-operation under the duty to co-operate and with other partners and
  - h. an explanation of how the CYPP is consistent with the strategic plans of local partners.
- 3.6 The guidance stipulates that the CYPP must be published. The regulations require the local authority to place it on their website, send a copy to those with whom arrangements have been made under the duty to co-operate and put a copy in public libraries and other local outlets.
- 3.7 The first CYPP must be in place by 1 April 2006.
- 3.8 The final draft of the CYPP for Tower Hamlets is attached at Appendix 1. The final draft plan has been developed following a period of awareness raising of the requirements of the Children Act 2004 undertaken in Tower Hamlets and a consultation exercise completed on a draft plan
- 3.9 The plan, following a Foreword and Introduction, includes the following sections:
- 3.9.1 *Our vision*
    - 3.9.1.1 This section seeks to encapsulate the overarching themes and approaches of the CYPP
  - 3.9.2 *The Children and Young People of Tower Hamlets*
    - 3.9.2.1 This describes some of the key demographic trends relating to children and young people in the borough
  - 3.9.3 *Principles and Values (Section 4)*
    - 3.9.3.1 This section seeks to identify the key cross-cutting principles which the plan needs to conform to.
  - 3.9.4 *Five Outcomes: One Child (Section 5)*
    - 3.9.4.1 This section identifies overarching initiatives that support the improved outcomes for children. It includes specific reference to celebrating childhood, the role of parents and the role of peers.
  - 3.9.5 *Priorities for Action (Section 6-10)*
    - 3.9.5.1 This is the most detailed section that identifies the key strategic actions for services in relation to the five outcomes from the Children Act 2004. The actions include some specific for all children and some targeted at children with additional needs.

### 3.9.6 *How we will work together to deliver the plan? (Section 11)*

3.9.6.1 This section seeks to explain some of the ways that will enable the plan to be implemented. The approach aims to be cross-cutting and cultural. It seeks to be broader than structural change

### 3.9.7 *How will we know if we are succeeding? (Section 12)*

3.9.7.1 The performance management section identifies what we will do to monitor and evaluate the effectiveness of the plan

3.10 The Consultation exercise has been conducted in a manner which conforms to well-recognised legal principles (the Gunning principles) governing whether or not consultation is sufficient in the circumstances. Those principles are as follows:-

- Consultation must be at a time when the proposals are still at a formative stage
- The Consultation document must give sufficient reasons for any proposal to permit of intelligent consideration and response
- Adequate time must be given for consideration and response
- The product of consultation must be conscientiously taken into account in finalising any proposals.

3.11 The consultation draft contained key questions to support those to be consulted in developing their views.

3.12 Consultation was undertaken with all key partners including the statutory and third sector, children and young people and parents and carers.

3.13 The consultation findings are summarised at Appendix 2. This appendix also contains a consideration of some of the consultation findings and action proposed. A report of all of the consultation findings will be published on the web-site.

3.14 The consultation has been generally positive, a number of comments have led to changes to the text of the plan.

## **4. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

4.1 This report recommends that the Cabinet notes the contents of the report, endorses the Children and Young People's Plan attached at Appendix 1 to the report and recommend Council approve the Plan

4.2 Resources to progress the CYPP vision and make the values and principles work in practice, are to be prioritised from the Tower Hamlets Partnership

- 4.3 The costs associated with consultation and publication of the CYPP will be contained within existing budgets.
- 4.4 There is no identified impact on Education or Children's Social Services Revenue or Capital Budgets for the current & future years, at this stage. Any additional resource requirements to achieve the agreed priorities will be identified through budget processes of the Tower Hamlets Partnership agencies.

## **5 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

- 5.1 3.5 of the report sets out what the regulations require the CYPP to cover. The Tower Hamlets draft plan has been out to consultation and this report sets out the results in Appendix 2.
- 5.2 Consultation would have been undertaken by the Tower Hamlets Partnership – the Borough's Local Strategic Partnership – internally and with the health service, schools, voluntary and community groups, the Police, faith groups, business, residents and young people.
- 5.3 The five themes that are set out as national priorities of the Every Child Matters agenda are:-
- Be healthy
  - Stay safe
  - Enjoy and achieve
  - Make a positive contribution and
  - Achieving economic wellbeing
- 5.4 At a strategic level the CYPP will sit under the Community Plan and five national themes set out above have been developed by the Tower Hamlets Partnership taking into account the priorities identified in the Community Plan.
- 5.5 The Plan will be reviewed each year and a report published. Review will take place against internal targets and the annual performance assessment, inspections and joint review, listening to people using the service and listening to communities.

## **6 EQUAL OPPORTUNITIES IMPLICATIONS**

- 6.1 The plan needs to specifically address how equalities will be promoted. The government has identified that the plans will need to ensure that the outcomes for all children and young people will improve and the gap between those who do well and those who do not will narrow. The plan considers the following groups at risk of social exclusion:

- Children from BME communities
- Children and young people in public care
- Disabled Children
- Children with mental health problems
- Teenage parents.

## **7 ANTI POVERTY IMPLICATIONS**

- 7.1 There is a wide range of research which highlights the impact of poverty upon children and which shows that growing up in poverty has adverse outcomes for children
- 7.2 *Opportunity For All* states: “Today’s poverty can translate into tomorrow’s poor outcomes”. The report goes on to say that unequal life chances for children damages not only the children themselves, but also society as a whole.
- 7.3 The commissioning of effective services to children can have impacts on outcomes for children and in the longer term on poverty. These impacts include those on the individual child and their life chances and on the family who are caring for the child.
- 7.4 One of the specific outcomes addressed in the CYPP is “Achieving Economic Well-being”. The focus on this outcome will seek to address poverty within the Borough through increasing opportunity.

## **8 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 Not applicable for this paper

## **9 EFFICIENCY STATEMENT**

- 9.1 The development of the Children and Young People Plan will seek to bring about efficiencies in the following ways:
- 9.1.1 Establishing a clear series of costed priorities for improving outcomes for children and young people in the Borough
- 9.1.2 Reinforcing the strategic approach to early identification and intervention thereby reducing the risk of high cost interventions at later stage in the child’s development
- 9.1.3 Encouraging agencies to work together to prevent duplication of effort and costs



## **10 RISK MANAGEMENT IMPLICATIONS**

- 10.1 The following risks have been identified by through the work undertaken by the Children's Trust Pathfinder. These risks are considered applicable to the development of the Children and Young People's Plan and are to be monitored through the risk register.
- 10.1.1 Competing organisational agendas are not resolved. To ameliorate this risk the plan seeks to establish joint priorities for action across the key organisations in the Borough.
- 10.1.2 Failure to engage with key partners. To reduce this risk the plan has been based on significant consultation and partnership activity.
- 10.1.3 Organisational culture conflict and prevent change. The plan seeks to work with partners to support change through agreeing shared principles and values. This approach together with workforce development opportunities will seek to minimise issues relating to cultural change.
- 10.1.4 Capacity constraints to effect change. The plan prioritises actions in the key areas with agreed costed activity to ensure that capacity is in place to secure change as agreed.
- 10.1.5 A drop in standards/lack of focus on standards. The plan has sought to minimise this risk by ensuring that key performance targets are associated with actions in the document.

### **Appendix 1**

Draft Children and Young People's Plan

### **Appendix 2**

Summary of Consultation Exercise

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# *Aiming High Together*

*Tower Hamlets Draft Children and  
Young People's Strategic Plan  
2006 – 2009*



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## FOREWORD

A transformation is taking place in how we deliver services for children. The programme of reform outlined in Every Child Matters set out the national agenda and has provided the springboard for local change programmes. The key message of the national agenda is clear – we must provide the seamless and preventive services which will promote better outcomes for children and families at all stages in their childhood and early adulthood.

Tower Hamlets has long recognised this challenge and has a proud tradition of innovation and improvement in service delivery. Our partnership arrangements are well established and the Tower Hamlets Partnership provides a clear framework for us to accelerate progress. Our schools are working to bring about significant and sustained improvements in results year on year. Our work with the most vulnerable children has been recognised as providing an excellent service to keep children from harm and neglect and support families in need. All of this work is already helping to improve the life chances of the children of Tower Hamlets but there is much more to be done.

This is why we in Tower Hamlets embrace the new agenda for children as an opportunity to go further; in reducing unacceptable inequalities between the poorest in our community and those who are better off, in giving every child a decent start in life and making sure that support is there when they need it as they grow up into adulthood. We have an unprecedented opportunity to build on our success, to develop new ways of working across traditional boundaries for the benefit of all our children and families, to put children and young people at the very heart of what we do.

The plan reflects the commitment in Tower Hamlets to making the most of this opportunity to deliver real improvements on the ground – a commitment which is shared by all of the agencies involved in making a reality of our vision for children’s services and which has been developed with all of our partners and many of the parents, children and young people in our community.

We look forward to working together to implement the plan and to making a reality of our vision for children and young people of the borough.

Tower Hamlets Partnership



# 1 Introduction

## The Children and Young People's Plan

Tower Hamlets has the highest aspirations for its children and young people. Improving outcomes for children lies at the heart of improving the quality of life for everyone who lives and works here, a vision set out by the Tower Hamlets Partnership in the Community Plan.

This document is the culmination of what has been an ongoing process of developing a Children and Young People's Plan. It signals a new phase in how we deliver services for children and young people, brought about by our commitment to continuous improvement and by developments in the national agenda including *Every Child Matters* and the *National Service Framework* for children's health services. It brings together in one place the most important actions we plan to take to make sure that services work together and that they make a difference to the lives of all children and young people, including those who are the most vulnerable.

The plan builds on the existing *Tower Hamlets Community Plan* and the *Young People's Community Plan*. This plan has brought together the council, the health service, schools, voluntary and community groups, the police, faith groups, business, residents and young people with a commitment to work together to deliver services that are responsive to the needs and demands of residents.

The Tower Hamlets Community Plan and this Children and Young People's Plan will be overseen by the Tower Hamlets Partnership, which is responsible for making sure that we all work together to achieve its goals and so improve the quality of life for children and young people so that they thrive economically and have opportunities to develop and enjoy their lives.

We already have much to be proud of in improving the quality of life and in working in partnership to deliver better quality services for everyone in Tower Hamlets. The agenda set out in this plan lays the foundation for us to:

- **make even faster progress** towards shared goals for children and young people, and
- **continue to innovate** in the way we work and the way we design and deliver services for children so that services are **flexible** and respond to a whole range of needs.

Delivering a better deal for children and young people depends on the cooperation of the whole range of agencies and users of services. Beyond statutory agencies such as the local authority, schools, the NHS and the police, services provided by the third sector including community voluntary and faith groups have a key role in delivering change for children. The private sector and business also have an increasingly important contribution to make. Parents, carers and children and young people themselves need to play a part in developing the plan and making it a reality. This is why we undertook extensive consultation with parents, children and young people and those who work with them, on a draft of the plan before producing this document.

In developing our plan, we have taken forward the five themes that are set out as national priorities in *Every Child Matters* and developed them for our own local context. We think this means that the children and young people of Tower Hamlets should be able to:

***Be Healthy*** – we want our children and young people to grow up... ***healthy in body and mind***

***Stay Safe*** – we want our children and young people to grow up... ***free from harm, fear and prejudice***

***Enjoy and Achieve*** – we want our children and young people to grow up ***to achieve their full potential, enjoying life... feeling proud of where they live***

***Make a Positive Contribution*** – we want our children and young people to grow up... ***understanding of difference, confident and courageous about the future, able and willing to make a positive contribution to a strong and cohesive community in Tower Hamlets***

***Achieve Economic Well-Being*** – we want our children and young people to grow up... ***aspiring to the very best – for themselves, their families and communities***

These aims reflect the concerns and priorities identified by children and young people themselves and were re-confirmed through the review of the first *Young People's Community Plan*. To achieve progress in these areas we have to meet the different and changing needs through the early years, the years of childhood and the older years leading to young adulthood.



## The Children and Young People of Tower Hamlets

*'We must be  
ambitious for all  
children, whoever  
they are and  
wherever they live.'*

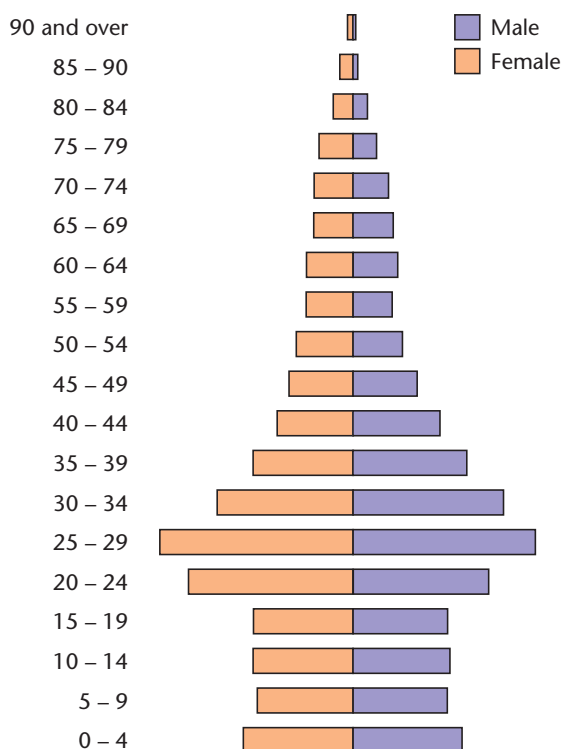
## 2 The Children and Young People of Tower Hamlets

Tower Hamlets is a place of contrasts. The wealth associated with rapid development in some parts of the borough sits alongside high levels of disadvantage. As we look to the future, we continue to face the challenge of tackling this disadvantage but we also recognise the opportunities offered by the rapid economic regeneration of the borough and the new and exciting redevelopment and enterprise brought by the Olympics. We need to make the most of these opportunities for the benefit of the whole community.

### A profile of our population

The population of Tower Hamlets has grown significantly over the past 10 years and is set to grow even further in the future. Our population is younger than average. At 28.4%, the proportion of young people under 19 living in Tower Hamlets is much higher than the average for London or the rest of the country. This means that investing in children and young people is even more critical for our future prosperity and well-being.

### Age distribution of Tower Hamlets residents



The young population profile of Tower Hamlets is set to continue. By 2011, the number of children aged 4 and under is forecast to increase by 5012.

The number of children and young people aged 5-19 is estimated to increase by 6189 over the same period.

Source: Census 2001

### Ethnicity

Tower Hamlets is also one of the most diverse areas of the country with just under half of the borough from black and minority ethnic communities, the largest of which is the Bangladeshi community. The number of Bangladeshi people aged under 18 is almost double the proportion for all Londoners.

## Deprivation and Income

As a whole, Tower Hamlets ranks as one of the most deprived areas in the country, according to the government's index of multiple deprivation.

The high levels of deprivation mean that our children and young people face some particular challenges. In 2004, almost half (47%) of the children in the borough, lived in a household receiving benefits. This proportion has been decreasing since 2002. Levels of low income among lone parents are significantly higher in Tower Hamlets than elsewhere in Inner London. The proportion of children and young people receiving free-school meals is 57%, which is three times the national average of 15.8%.

## Services for all: support for those who need it most

This plan is about how we work together to deliver better outcomes for all children and young people in Tower Hamlets. It is also about how we work to target additional support to those who need it most and those who may be at risk. They include children in families experiencing acute stress; children looked after by the local authority, disabled children, children and young people with mental health needs, children whose parents are ill or disabled, children who are carers, young offenders, children at risk of abuse and neglect and newcomers to the borough including young refugees.

Of the 55,685 children and young people in Tower Hamlets as a whole, in 2005, 1580 children in need were known to social services including:

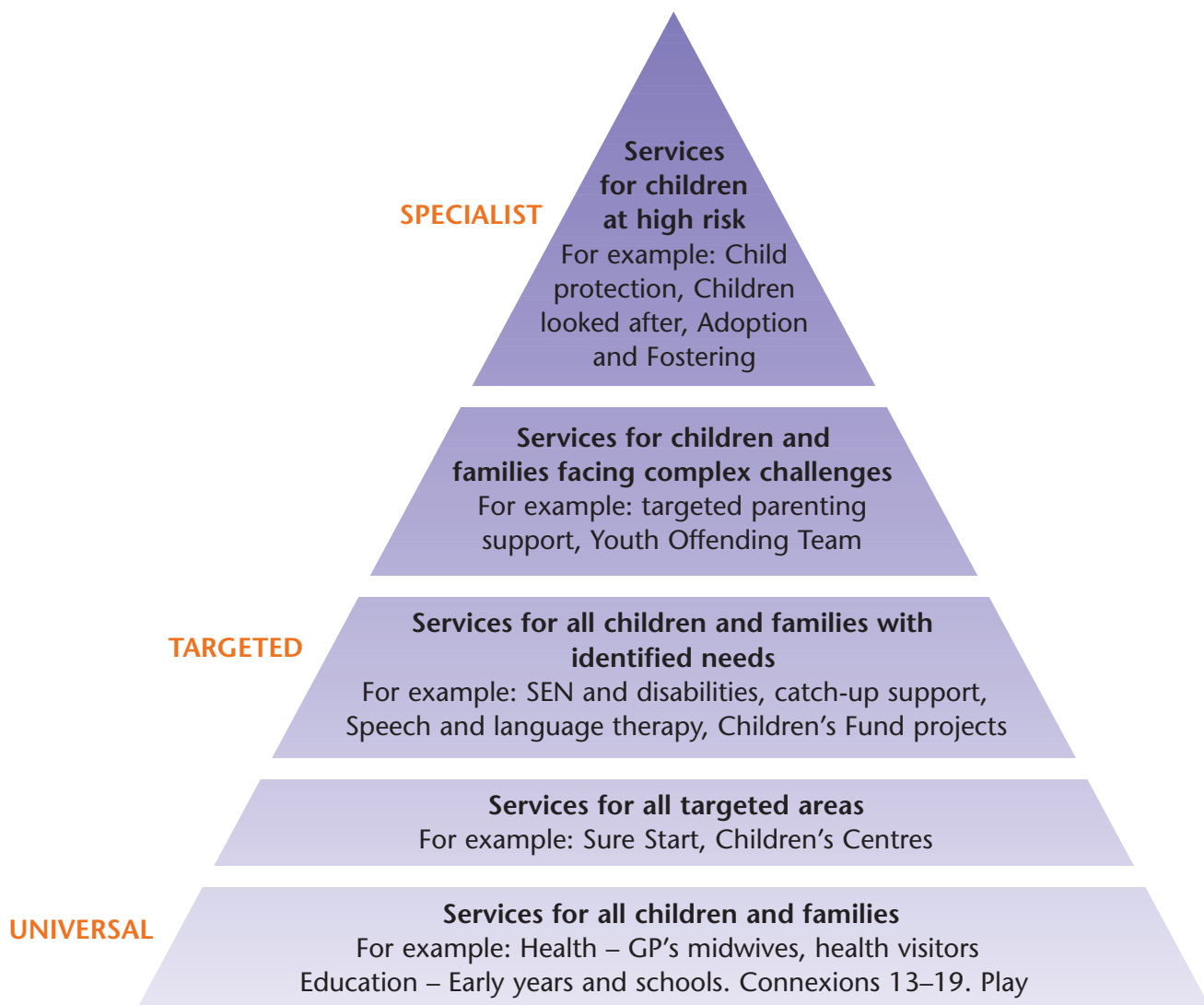
- 419 children in public care
- 85 children on the Child Protection Register

And there are other children who may need extra help or may benefit from particular kinds of services. They include:

- children who are homeless or living in temporary accommodation
- the children of refugees or asylum seeking families
- teenage parents and their children
- children in Gypsy/Traveller families

Although these children and young people are in the minority, they are at the sharpest end of need and may require a little more help at times or intensive support in some cases. The figure below shows the need to balance targeted support for these children with services for all children and young people.

*Universal services for all and targeted services for need*



## Our Vision – Five Outcomes: One Child

*'...every child is special, every child precious and no child should be left behind'*

# 3 Our Vision – Five Outcomes: One Child

The children and young people of Tower Hamlets should get off to a flying start and should continue to learn in a safe, healthy and stimulating environment. These foundations will give them the grounding they need for a happy, prosperous life so that they can shape their own futures and become creative, responsible adults.

Tower Hamlets enjoys rich cultural diversity and a large and growing population of children and young people. Growing up here is harder for some of them than for others. But disadvantage is not an excuse for low aspirations. We will continue to work to ensure that all children and young people can flourish, whatever their background and to change the odds for those in disadvantaged circumstances.

The national agenda provides the framework for policy action based on what we want for our children and what we know from research about what works to improve outcomes. In this plan we set out what we are going to do to bring about improvements in these outcome areas. But if the outcomes are not to become another way of separating out the experiences of children into neat boxes, we need to focus on what binds each of the areas of work together. We need to think about how the separate activities we have listed will work for children as they grow from birth into young adulthood.

This plan is about creating a web of support which will serve children, young people and families through each of the stages and phases of their growing, developing and learning, and in every context in which they will find themselves as they do so – including in their home, and in the places they will live, play, learn and work.

Across all of the outcome areas and all of the stages of growing up, there are common threads to help us create this web of support.

## Celebrating childhood

To make the most of all that children bring to the life of a community, we need to celebrate the many unique and different experiences of childhood. Through our work we need to ensure that the whole child is at the centre of what we do and to highlight their many positive achievements in a variety of ways, including through the local media. This includes the development of policy and strategy, the operational commissioning of services and in the monitoring and evaluation of what works.

## Building the strengths and resources of children and young people themselves

Most children and young people cope well with change points in their lives, successfully manage difficulties and are able to make the most of their opportunities and contribute positively to their communities. Research has shown that self worth, self esteem and a sense of control, are key ingredients which enable children and young people to cope effectively and to contribute. These personal capacities can be nurtured and developed in children by developing services which promote effective parenting, which support good early education and positive school experiences.

## Valuing and strengthening families

The most important influence on the well-being of children are their parents and other people in their family, such as siblings or extended family members. They are a child's first educator, they promote their health and well-being and work hard to ensure their children succeed. We seek to support families and to build on their strengths. We acknowledge that the work of parents is sometimes difficult and frustrating and we want to support parents during those times. On rare occasions we will intervene in family life but will aim to do so in an appropriate and supportive way remembering our legal duty to promote the welfare of the child as paramount.

We will establish a framework for supporting families in Tower Hamlets which will empower them to access support when and where it is needed.

## ...and those who work with children and young people

Strong support networks and a supportive relationship with a trusted adult are also important to children and young people and can often make the difference in motivating and inspiring them. That is why all the professionals who will come into contact with children through the course of their childhood are to be supported and valued.

## Peers as a positive force

The influence of peers and social networks on children is important, especially as they approach adolescence. Children and young people's friends and contemporaries can often harness the solutions held by young people themselves and communicate them in a way which is most appropriate to them. Seeing other young people succeed can be the greatest spur to positive change. We will recognise the importance of peers by expanding and building upon current work to provide peer support and peer education.

## Supporting transitions

At certain times in a child and young person's life, critical change points occur and sometimes additional support may be required at these times. These "transition" points include a child starting school or moving on to secondary school, a young person choosing their options or going to college, a young person entering the workforce for the first time. As well as these natural transitions, some families may face exceptional transition points such as divorce, illness or bereavement. Some children may also face exceptional circumstances such as leaving their country of origin as refugees or facing the different transitions that disability may bring. Managing these transitions well will enable children and young people to succeed and prevent difficulties for children and young people further down the line.

To support effective transitions we will ensure that a lead professional will take responsibility for supporting vulnerable children and young people in transition. Our working practices across all the areas of children's lives will be directed at promoting resilience in young people, so that we are helping children and young people to find their own strengths and cope with risk.

This plan is based on our vision of what we want to happen for children and young people in Tower Hamlets. It sets out how we will work over the next three years and how we will work with them to address the priorities for action that have been identified.

## Principles and Values

*'It is no longer just  
about intervening  
at points of crisis  
but about helping  
every child to  
achieve her or his  
potential'*



# 4 Principles and Values

A number of principles and values guide the way in which we will work to take forward this plan.

**Prevention:** Services for children and young people can often provide too little, too late. It is better for children and young people and parents to get help earlier rather than get to a crisis point before services intervene. For example, identifying and addressing the barriers to children's learning and development when they are very young will prevent them having serious problems in school later on. Identifying young people who may be at risk of offending and offering them the right support can prevent them from getting into serious trouble which will damage their life chances as they grow into adulthood. Promoting healthy living while children are young may prevent health problems in later life.

We will ensure that systems are in place to support the early identification of needs, including developing a Common Assessment approach for the borough and we will make sure that all relevant staff are trained and respond to the first signs of vulnerability swiftly and appropriately.

We also want to build on pilot work already underway between schools, health visitors, social workers and the voluntary sector to develop and implement a Common Assessment approach for the borough.

**Outcome Driven:** We focus on delivering improved outcomes for children and young people. We will set challenging targets to show our commitment to helping all children achieve their potential and overcome barriers to achievement. These targets will show exactly what we are trying to achieve to improve children's lives.

**Partnership:** We work alongside all organisations, including schools, to deliver improved outcomes for children and young people.

**Inclusion:** We strive for inclusion to meet the needs of all children. We will demand excellence for all of our community and we will build capacity for inclusion by using our resources to address the range of needs among different children and young people.

**Equalities:** We promote equal access to our services and celebrate diversity as the key to serving the different communities of the borough. We must ensure that children and young people's differences are understood and respected. We will ensure that all young people enjoy equal access to opportunities and services and we will ensure that our workforce reflects the diversity of our community.

To make sure that this happens we will closely monitor our performance in this area. Equalities Impact Assessments will be completed on all Children's Services policies. We will monitor uptake of our services to ensure that there is equality of access among all sections of our community.

**Empowerment:** Parents need to know about the range of services available in the borough in order to empower them make the best choices for their children. This information needs to be accurate and accessible to all parents in the community and available in places which are convenient to them. Language should not be a barrier to accessing the information and we will ensure that we provide translation/ interpreters to help parents get the information they need.

We have already established the Tower Hamlets Children's Information Service provides information to parents, carers and professionals on childcare and play in the borough for 0–14 years olds (and up to 16 for children with special needs). As set out in our Local Area Agreement, we will also establish a network of access points for parental information with guidance to focus on key points of transition.

**Participation:** We work with parents and carers and with children and young people to improve outcomes and involve them in the design, delivery and evaluation of what we do.

We will continue to involve children and young people in the design and delivery of services building on what we have already put in place. For example, **The Tower Hamlets Youth Partnership** includes a series of forums providing a platform for young people from schools, clubs, voluntary and community sector youth organisations and specialist services to address and take action on issues of concern to them.

**Professional development:** The vision set out in Every Child Matters and the Children's National Service Framework for the NHS is that we should have a 'world class' children's workforce. The key objectives of the national children's workforce strategy are shared by Tower Hamlets and they are that those who work with children should be skilled, well-led and supported to work together in the interests of children and young people. Staff should also be supported to work in new ways, across traditional professional divides. We need to attract and to retain the best people to work in all children's services, to develop their skills to work across sectors and to progress according to a single qualifications framework, with clear career pathways.

In Tower Hamlets, Social Services have already won Beacon status for the innovative ways it supports social care workers. The social services award recognises the council's commitment to delivering excellent social care and to developing a workforce to reflect the community.

A number of partners have also been accredited as Investors in People. We have already appointed a Director of Children's Services who has established the management structures to lead the delivery of this agenda.

We invest in and support those who work with children, who are key to delivering continuous improvement in services. We need to support the development and learning of our workforce to enable staff to work flexibly across the boundaries of health services, education and social care, culture and leisure and the voluntary sector.

**Value for money:** We plan and commission services in a way which is most likely to achieve better outcomes for children. This means focusing on prevention and early intervention and looking at ways in which resources can be shared across a range of agencies and partners to provide services to maximise the benefit for children and young people and work in the most efficient way.

## Deciding on our priorities

We have set out the basis of the Children and Young People’s Plan with the vision and values which inform it. The next sections of the plan outline what steps we will take to achieve the vision and make these values and principles work in practice.

In identifying the key things we need to do in the plan, the Tower Hamlets Partnership has been guided by the following:

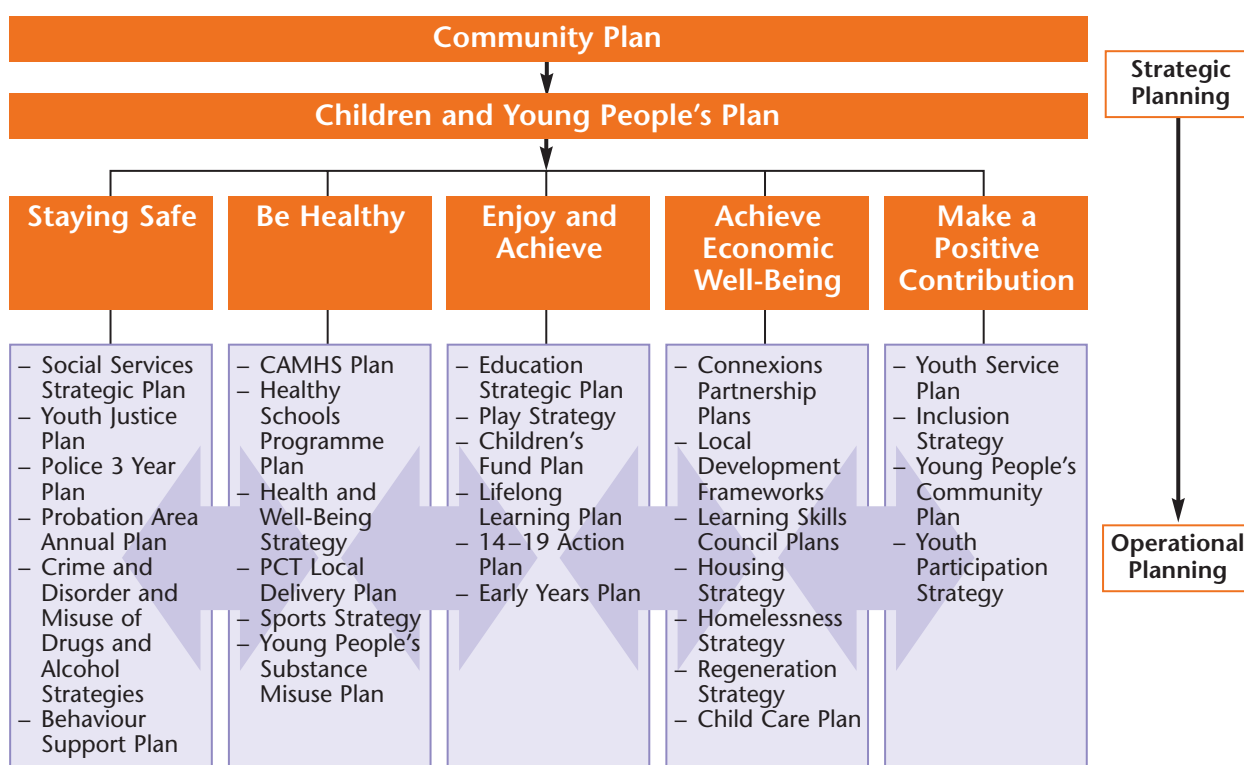
- the key national priorities for improving outcomes for children and young people
- the evidence about what will make the biggest difference to outcomes for children and young people in our borough so that *we do what works*
- the areas where we are behind national targets or averages and so need to accelerate progress
- the key local priorities identified in the *Community Plan* so that the plan fits with wider priorities for the borough

We have involved other people in working out our main priorities. So we have also considered:

- what children and young people, parents and carers and partners within and beyond the Partnership have told us about needs and services

Together, these activities have set the high level priorities for this plan and the targets which flow from these priorities build on the priorities set out in the Local Area Agreement. More detail about the specific actions that will be undertaken is contained in the service plans of different agencies. How these plans relate to each other is shown in the diagram below. While there are five separate outcomes in the framework, they are, of course, inter-related and many of the plans we list make a contribution to achieving better outcomes in more than one, or all five of the areas.

## Planning for Children and Young People in Tower Hamlets



## Be Healthy

*'The aim is to ensure that every child has the chance to fulfil their potential by protecting children's well-being and reducing the risk of educational failure, poor health, teenage pregnancy...'*

# 5 Be Healthy

## Our Vision:

We want our children and young people to grow up... **healthy in body and mind**

## Children and Young People have said:

### I would be healthier if...

*I would eat less sweets*

*My school dinners were healthier in my school*

*I stopped smoking*

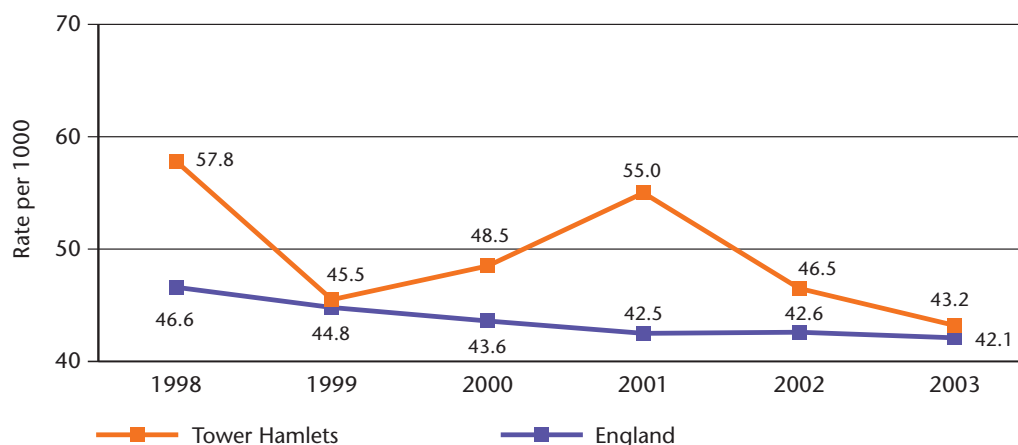
*There were more different sports organised in the community*

*We had access to gym equipment*

## We have already made good progress to help more children to be healthy in Tower Hamlets...

- ✓ We are the best performing Inner London Authority in reducing teenage conceptions which have fallen by 25.75% since 1998
- ✓ We have improved the breastfeeding rate particularly in Sure Start areas
- ✓ We have developed counselling services through CAMHS to support young people in distress, including an in-house counselling service for care leavers
- ✓ We have established an integrated service for disabled children
- ✓ We have delivered the first and most extensive specialist substance misuse service for young people in London and increased the number of young drug users accessing treatment

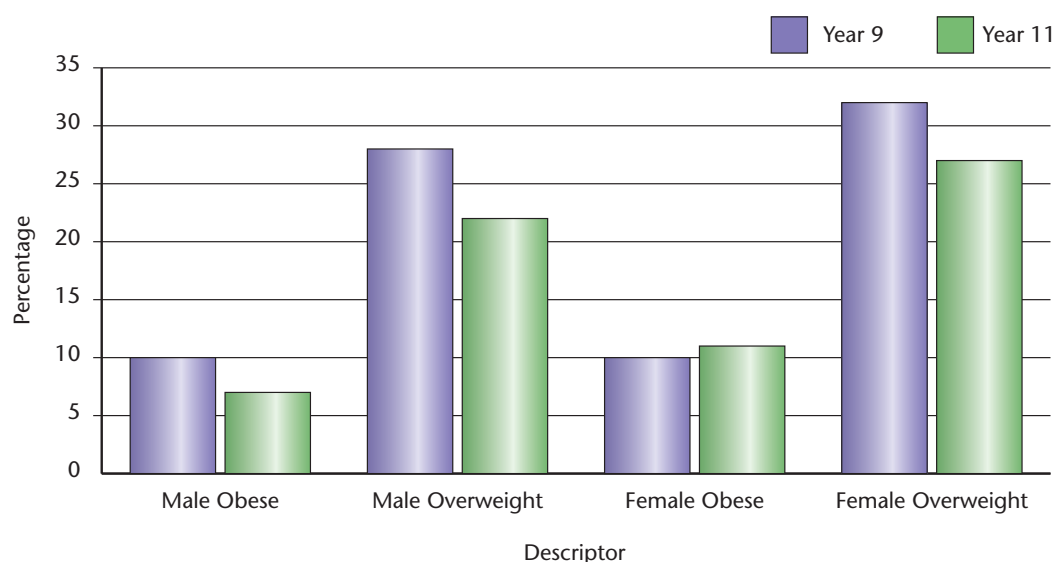
## Number of conceptions per 1,000 females under the age of eighteen (NRF floor target)



**But on some health measures, the young people of Tower Hamlets appear to be faring less well:**

- Adolescents in Tower Hamlets report higher drug usage than young people in neighbouring authorities, problematic drug use is most concentrated among vulnerable young people
- Around 50% of all children in the borough have experienced dental decay by the time they are five years old, this is much higher than the national average
- Smoking prevalence is higher among young people in Tower Hamlets than in the neighbouring boroughs
- Obesity levels among children and young people are high. The percentage of young people with obesity is higher than indicated in national data. Childhood obesity is associated with chronic disease later in life

### **Obesity and Overweight**



**So there is more to be done. To increase the pace of improvement, we now need to...**

- Tackle health inequalities among children and young people
- Improve diet and increase physical activity among our children and young people
- Improve the emotional well-being and mental health of children and young people
- Continue to reduce teenage pregnancy in some areas and make sure that children and young people are fully aware of sexual health risks
- Reduce the take up of smoking, drugs and alcohol and ensure prompt access to treatment services and support for young people who misuse drugs

**We will take the following actions in these priority areas to address these challenges...**

#### **Tackle health inequalities among children and young people**

- Develop health service provision in children's centres and extended schools with a year on year increase in the range of services offered
- Provide support for breastfeeding to include antenatal home visits, ward visits and drop-in clinics
- Increase home visits to mothers within the early weeks after birth
- Improve dental health promotion and treatment uptake among children in the borough
- Ensure smooth transitions and care pathways for disabled children and those with long term conditions as they move from children's to adult services

#### **Improve diet and increase physical activity among our children and young people**

- Support the development of a health offer for children's centres and schools to include physical activity and healthy eating focusing on early identification and intervention
- Improve the quality and nutritional content of school meals by reducing fat, salt and sugar content to minimum levels. Reduce pre-prepared food levels to 5% of menu choice
- Support the implementation of school sports coordinator programmes with targets of at least 2 hours of physical activity a week in primary schools
- Support 50% of schools to offer 2 hours additional sporting activity through extended school
- In partnership with neighbouring boroughs and community sports organisations and schools, organise mini-Olympics events for Under 18s and access to physical activity outside school including play and dance, including provision for children with disabilities

#### **Improve the emotional well-being and mental health of children and young people**

- Ensure health and well-being education are adequately covered in the curriculum and that teachers and support staff are skilled to deliver it
- Improve outcomes in language and communication development through the provision of targeted support in children's centres and extended schools
- Support children and young people who are caring for other family members
- Facilitate access to Child and Adolescent Mental Health Services by providing services at extended schools and children's centres
- Open an in-patient resource for young people with mental illness

Jamal no longer faces exclusion from school and is attending regularly.

After nine months working with the MAPP (Multi-agency preventive project) – which addresses emotional, social and behavioural problems in young people of secondary school age, he has developed his confidence and skills so that he has become a mentor and peer leader for younger participants on the MAPP project.

Jamal has received intensive support and counselling and his parents have also been involved in supporting changes in behaviour...

### **Reduce the take up of smoking, drugs and alcohol and ensure prompt access to treatment services for young people who misuse substances**

- Develop family services to provide support and therapeutic interventions for children and families affected by substance misuse
- Develop a drug prevention strategy using youth peer health educators working as 'health trainers' to promote healthy lifestyles
- Develop substance misuse targeted prevention and treatment programmes to be extended to meet the needs of all young people

### **Continue to reduce teenage pregnancy in the borough and raise awareness of sexual health risks among children and young people**

- Increase access to sexual health information and advice for children and young people and strengthen the delivery of sexual healthcare to reach vulnerable groups and target areas with high rates of teenage conceptions
- Develop packages of support for pregnant teenagers and teenage parents such as antenatal classes and parenting support after the birth as well as the provision of individual support packages for pregnant teenagers such as antenatal classes, parenting classes and advice on contraception

Sunita's pregnancy is progressing well since she has been helped by the New Start project. New Start helped Sunita to get into temporary accommodation where she is safe and comfortable, she is able receive £20 food vouchers each week and now gets the right care to ensure that her unborn child is in good health.



And these are the targets we set to drive forward these priorities...

#### Headline Targets: Be Healthy

- Reduce adolescent obesity in year seven from 22% of year seven pupils in 2005 to 21% in 2008/9. National average = 13.7%
- Reduce adolescents in year 7 who are overweight from 37% in 2004/5 to 35% in 2008/9
- Achieve a 47% reduction from 2000 baseline in the number of under 18 conceptions by 2009. National average = 42.1%
- Increase the numbers of young people under 18 in Tower Hamlets (including LBTH children looked after outside of the borough) accessing treatment for drug misuse from 313 in 2005 to 495 in 2008/9
- Reduce by at least 10% the gap in infant mortality between Tower Hamlets and England and Wales by 2010
- By 2008 achieve a 10% reduction in the numbers of children experiencing dental decay by the age of 5 from 45.5% baseline. National average = 34.3%

#### Supporting Indicators

- Increase (by 10%) the percentage of children eating 5 portions of fruit/vegetables a day compared with RELACHS survey data from baseline of 43.2% in year 7 and 9
- Reduce late booking for antenatal services from 10% to 5% by 2016
- Reduce the number of pregnant women smoking during pregnancy from 6% in 2004/5 to 4% by 2009
- Reduce the number of pupils in years 7 and 9, who smoke regularly from 11% to 9% by 2010
- Ensure 85% of children looked after have annual health assessments and dental checks on schedule
- Increase the percentage of young people attending a Genito-Urinary Medicine clinic who are offered an appointment within 48 hours to 100% by 2008
- Increase the number of schools achieving the Healthy Schools Standard to 50% by 2006 and 100% by 2009

Stay Safe

*'Security and opportunity must go hand in hand. Child protection must be a fundamental element across all public, private and voluntary organisations...'*

# 6 Stay Safe

## **Our Vision:**

*We want our children and young people to grow up... free from harm, fear and prejudice*

## **Children, young people and their families have said:**

### **I'd feel safer if...**

*It was safe to walk across the road*

*There were safer streets for young ones*

*There were no guns and killings*

*Everyone was united and keep each other safe*

*There was a better sense of community where people look out for each other and stop injustice rather than turning a blind eye to what they know is wrong*

## **We have already made progress in helping children and young people to stay safe in Tower Hamlets...**

- ✓ We are recognised by the government's inspectorate for our effective work to minimise the incidence of child abuse and neglect
- ✓ We have low numbers of children in care and children on the Child Protection Register, compared with other inner London boroughs
- ✓ We have undertaken work with the NSPCC to prevent young women being sexually exploited
- ✓ All our schools have clear policies on bullying and a named coordinator for racist incidents
- ✓ Learning mentors in schools work with individual children and groups who are victims/perpetrators of bullying

## **Despite these achievements, we face some ongoing challenges in helping the children of Tower Hamlets to stay safe**

- 25% of violent crime is domestic violence. Domestic violence has a significant long-term impact on children. It is a feature of 34% of cases on the Child Protection Register
- We know that young people are disproportionately likely to be both victims and perpetrators of violent crime. For example, 20% of common assaults involve a suspect between 10 and 17, while a quarter of common assault victims are young people
- A survey of young people in East London in 2003 showed that 9% of Tower Hamlets pupils in year 9 and year 11 said they had been bullied in the current term
- Well over a third of boys and girls in the same survey in years 9 and 11 perceived the safety of their area to be poor and over 10% indicated that they felt very unsafe in their local community

**So there is more to be done. To increase the pace of improvement we now need to...**

- Continue to protect children from the risk of harm and neglect
- Reduce the involvement of young people in crime, both as victims and offenders, with a focus on youth violence and anti-social behaviour
- Continue to tackle bullying

**We will take the following actions in these priority areas to address these challenges...**

**To continue to protect children from the risk of harm and neglect**

- Safeguard and promote the welfare of children by establishing a Local Safeguarding Children Board by April 2006
- Continue to promote child road safety and prevent road accident deaths among children and young people by implementing a Road Safety Plan which tackles casualty reduction through education, enforcement and engineering
- Increase support to children who have witnessed or experienced domestic violence by commissioning a programme of work
- Ensure that children don't fall through the net by improving the sharing of information using the 'THIS Child' [Tower Hamlets Information Systems] programme in the borough in order to better track vulnerable children
- Increase placement stability for looked after children by ensuring that all children in public care have access to appropriate placements through effective care planning and review
- Produce appropriate publicity which makes it easier for people to raise concerns they might have about a child

Josh, who experiences learning difficulties, now travels to school confidently without help, even though his journey is at some distance from his home involving two tube changes on the underground. He was referred to the Independent Travel Service where he was assigned a trainer to work with him for three to four hourly sessions each week to help him to learn about road safety, strangers, buying tickets and to practice the route.

**To reduce the involvement of young people in crime, both as victims and offenders, with a focus on youth violence and anti-social behaviour**

- We will ensure that public spaces for children and young people are safe so that they can travel from home to school without fear by establishing 'good behaviour zones' around schools and by providing staffed parks and child friendly play/community wardens
- Provide effective parenting education and support to help parents to promote positive choices for children and young people
- We will build on the Safer Neighbourhood Team to develop an effective multi-agency, problem-solving response to crime and anti-social behaviour
- Work with young people to change attitudes towards violence. This will include a range of education-focused activities aimed at early intervention to change behaviour and social norms
- Develop an evidence based initiative for younger siblings of offenders as part of a preventative approach

- Direct resources towards diverting young people from crime, building on the work of the Youth Inclusion Support Panel to develop preventive work with children in schools so that children, parents and young people are engaged, involving faith communities and peer education programmes
- Reduce youth offending by targeting young people identified as at risk of becoming future prolific or persistent offenders through the Prevent and Deter initiative

### To continue to tackle bullying

- Develop and implement a comprehensive programme of action including:
  - reviewing bullying policies and practices in all our schools, youth centres and residential children’s homes and disseminating good practice
  - developing effective peer support initiatives
  - promoting access to confidential help-lines for children and young people experiencing bullying and prejudice
  - supporting children experiencing bullying, including racist, homophobic, or other discriminatory treatment, by establishing a package of resources available to minimise the impact on the victims of mistreatment

The anti bullying initiatives at George Green’s secondary school such as the peer support corridor supervisors, academic mentors, and the Unity Cru are all projects that help the victims of bullying to come forward and for the bullies to receive the appropriate punishment. Fatema says *“bullying at George Green’s is not tolerated. It is about resolving problems and helping the bullies to change.”*

### And these are the targets set to drive forward these priorities...

#### Stay Safe: Headline Targets

- Increase the percentage of young people aged 16 reporting that they feel safe in their community from 59% in 2003 to 75% by 2008/9. (No comparator)
- Reduce re-offending rates by 5% year on year in the applicable 2001 YOT cohort from a baseline of 43.8%
- Reduce the incidence of bullying as reported in the RELACHS survey from 52% in 2004 to 38.8% by 2008/9 to make us the lowest among all East London authorities
- Reduce the percentage of children looked after with three or more placements in the last rolling year from 10.2% to 8.5% in 2008/8 (England average 12.7%)

#### Supporting Indicators

- Increase domestic violence sanctioned detection rate from 35% to 39% between 2006 and 2008/9
- Reduce by 15% the length of time domestic violence is experienced before it is initially reported to a specialist agency (2004/05 baseline: 4.6 years)
- To ensure 100% of schools are good or very good through their inspections, monitoring or self evaluation in relation to “staying safe”

## Enjoying and Achieving

*'We want to maximise the opportunities open to children, to improve their life chances, to change the odds to be in their favour...'*

# 7 Enjoying and Achieving

## Our Vision:

*We want our children and young people to grow up to achieve their potential, enjoying life... feeling proud of where they live*

## Children, young people and families have said:

### I'd learn better if...

*We had more fun in lessons*

*Teachers would pay more attention to us kids/teenagers*

*I could be safe and healthy*

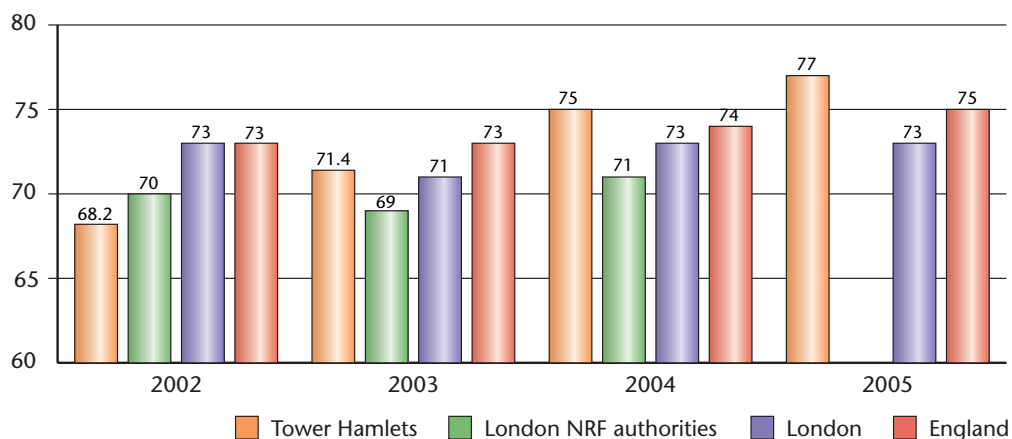
*They could make learning more interesting to keep boys in school for longer*

*We had clean space to go to – girl's sessions, games, computers...*

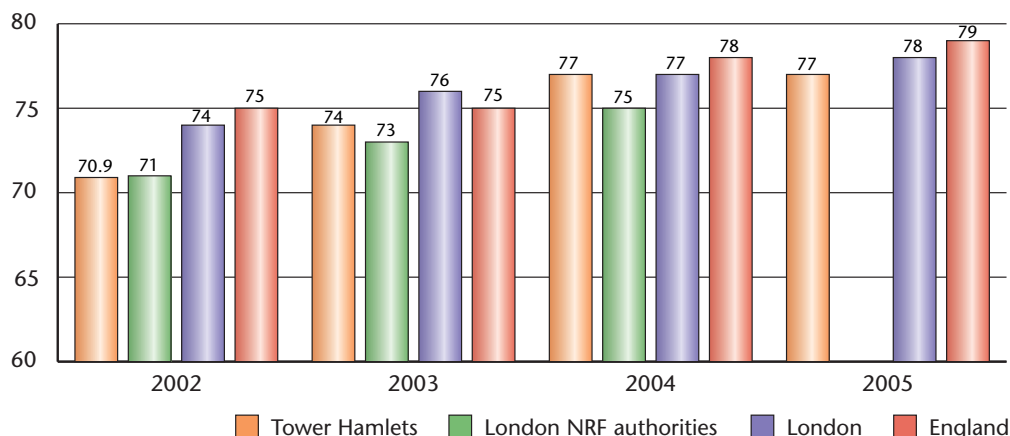
## We have already made good progress to help more children enjoy and achieve...

- ✓ There has been an increase in childcare places, and the qualifications of our early years workforce
- ✓ We offer a range of play and leisure opportunities for children beyond school including play centres, youth projects and summer holiday schemes
- ✓ Our children are recording the highest ever results in attainment at all key stages and are now edging above national standards overall
- ✓ There has been a reduction in the number of children with statements
- ✓ There has also been a reduction in the numbers of children permanently excluded from school
- ✓ We have seen improvements in attendance
- ✓ There have been improvements in attainment for looked after children

## Key Stage 2 Maths



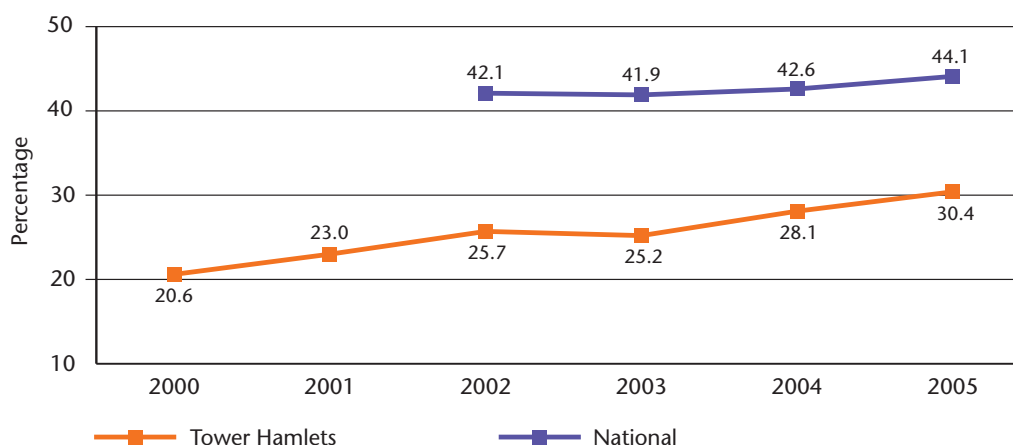
## Key Stage 2 English



### Despite these achievements there remain areas of concern:

- Attainment at Key Stage 3 remains below that of other London boroughs and below the floor targets set for improvement by the government. There is a continuing need to make improvements in attainment in all subject areas
- Attainment at GCSE levels, though improving faster than the nationally specified target – shows clear room for improvement. This is especially the case with attainment in English and Maths
- Exclusions at secondary school are below statistical neighbours but above the national average
- Unauthorised absence is high, 1.2% at primary age

## % 5+ A\*– C Including English and Maths





**So there is more to be done. To increase the pace of improvement, we now need to...**

- Improve standards of early years provision to give every child the best possible start in life
- Extend the opportunities for all children, including those with disabilities, to enjoy a range of activities outside of school including participation in play, culture, arts and sports
- Accelerate improvements in attainment with a particular focus on Key Stage 3 and achieving English and mathematics at GCSE
- Maintain a strong focus on securing the best possible outcomes for looked after children
- Enrich the curriculum offer for all our children and young people so that they enjoy learning, to offer a broad curriculum including creative and sporting opportunities
- Improve attendance and reduce exclusions from school
- Increase the level of parental involvement in children's learning

**We will take the following actions in these priority areas to address these challenges...**

**Improve standards of early years provision to give every child the best possible start in life**

- Ensure all children have the opportunity to attend high quality early education provision
- Provide additional support to improve outcomes in early language and communication and personal and emotional development in a range of settings including libraries
- Provide opportunities for all young children to play and express themselves, including those with disabilities and complex health needs

Tariq has learnt to smile and communicate with his parents and with other children having suffered from severe brain damage during birth, which has caused him serious difficulties and developmental delay. He was referred to John Smith's Children's Centre at 3 years old, as he was unable to walk, communicate, or eat anything orally. Working closely with a speech therapist and the staff at the centre, he has learned how to use alternative methods of communication, how to copy movements, how to make gestures when he wants to play games.

**Extend the opportunities for children to enjoy a range of affordable activities outside of school including participation in play, leisure, arts and sports**

- Work with partners to ensure there is a good mix of affordable play, leisure, arts and sporting activities available to children and young people in the borough
- Provide a range of dedicated unsupervised outdoor play areas, skate and wheel parks, ball games areas and teenage seating areas
- Increase use of libraries and 'Ideas Stores' as a resource for leisure and cultural activities for children and young people in the borough
- Increase opportunities for children and families to learn and play together
- Improve information for families and children so that they are aware of the range of activities available to them

*'In Art Club we decorated wooden chairs. We had to make designs and we looked in books about jungles to find jungly things. We found lots of animals like lions, snakes, leopards and snakes, and big flowers and leaves. Then we made our own designs and used stencils to put them on the chairs. We painted them with acrylic paint, and when they were finished we took them home to sit on in our bedrooms.'*

### **Accelerate improvements in attainment with a particular focus on Key Stage 3 and achieving English and mathematics at GCSE**

- Identify early those at risk of not thriving and put in place appropriate early intervention programmes, working across agencies to reduce underachievement at a later date
- Target specifically those pupils at risk of not achieving level 4 in both English and mathematics by age 11
- Target pupils at risk of not achieving level 5 in both English and mathematics by age 14, and those at risk of not achieving A–C grade or better in both English and mathematics by age 16 but whose prior attainment suggests that they should be capable of achievement at this level
- Intervene more quickly to support children reducing the need to apply for statements of special educational need (SEN)

Amelia is now able to concentrate and is able to achieve better grades in her school work. Her mentor gave her the confidence, guidance and advice that she wasn't able to receive from her teacher alone. Amelia's mentor set up 'fun' one to one science revision lessons before her SAT exams and was able to talk to Amelia as a friend and not as a teacher and she was able to establish why she was struggling at school. She devised group work for Amelia and helped her to enjoy her homework.

### **Maintain a strong focus on securing the best possible outcomes for looked after children**

- Make sure that children and young people looked after are encouraged to maintain high aspirations and are actively involved in setting their own learning targets
- Target specific support to address any gaps in learning children looked after may have experienced

### **Enrich the curriculum for all our children and young people so that they enjoy learning, and are offered a broad range of creative and sporting opportunities**

- Extend arts provision in schools using the Artsmark Framework and increase the number of schools achieving the Artsmark award
- Provide schools with a range of music and arts activities and projects within the curriculum and in the extended curriculum
- Increase the number of pupils learning a musical instrument

*'We did a project when the whole school made a film about Columbia. In our class we all had our own job – actor, costume designer, sound person, director, camera operator, film crew. It was really fun to do. We learned how to work the camera, write storyboards, make costumes and act. We also learned how to edit the film and leave out parts that were not effective. We got better at collaborating and felt much more confident about working with film.'* Year 6 pupil at Columbia School

### **Improve attendance and reduce exclusions from school**

- Support schools in developing a wide range of school improvement and intervention strategies to reduce the numbers of incidents of poor or inappropriate behaviour which lead to exclusion
- Help pupils who have been excluded to reintegrate into mainstream school following exclusion with tailored and personalised teaching and support

### **Increase the level of parental involvement in children's learning**

- Work closely with parents to develop services that support them in ensuring their children achieve in an inclusive, effective education system
- Work alongside parents to encourage higher expectations from schools through peer support for parenting and improved information and guidance
- Extend use of home-school agreements and follow up with increased opportunities to discuss children's progress for parents and support parents to help with children's homework
- Extend access to Parents 4 Achievement – a parent peer support programme
- Establish a local quality mark award for schools based on consultation, with a particular emphasis on engagement with parents

For the last four years Poplar Partnership Action Zone schools have been working hard to involve parents in children's learning and the life of the school. The Bygrove Parents Community Group has already run a Multicultural event involving a large number of parents in sharing food, dancing, music and celebration. They have now moved on to organising and running maths games homework packs that parents can borrow to play with their children at home. The Langdon Park Community Action Team have organised and run a Give and Take day that involved the whole school community in recycling things without exchanging any money. The Lansbury Lawrence Community Action Team is now running a highly successful school shop which offers writing and art materials, creative packs and games to learn at home.

And these are the targets set to drive forward these priorities...

### Enjoy and Achieve: Headline Targets

- Increase the take up of play, culture and leisure activities by children, young people and their families
- Raise standards in English and Maths in secondary education so that by 2007/8 at least 71% of pupils achieve level 5 or above at key stage 3 in both English and Maths (baseline = 52%) (England average = 74%)
- Increase the percentage of all pupils achieving 5 GCSE A–C grades, including English and Maths from 30% to 47% by 2008/9 (England average = 44.3%)
- Increase attendance at school and reduce unauthorised absence from school to 95% at primary schools and 93% at secondary schools by 2008/9 (England average = 94.57 primary/92.1 secondary)
- Reduce exclusions from school from 1.22 exclusions per thousand pupils to 1.0 exclusions per 000 by 2006/7 (National Target + England average = 1.0 per 000 pupils)

### Supporting Indicators

- Increase by 20% the number of schools in the borough achieving the Artsmark award
- Increase the percentage of all pupils achieving level 4 at Key Stage 2
- Increase the percentage of pupils achieving level 2b in reading, writing, maths and science at Key Stage 1 from 63% to 90% in reading, from 52% to 90% in writing, from 64% to 90% in maths, and from 83% to 95% in science
- Reduce the number of statements of special educational need
- Increase the percentage of pupils achieving level 6 in Foundation Stage Profile to 87% by 2008/9 (from 85% in 2006/7)
- Reduce the percentage of parent governor vacancies in our schools from 9% to 4%

## Making a Positive Contribution

*'Society as a whole will benefit as young people express themselves as active citizens. It benefits from the connections young people make when they volunteer – across classes, communities, neighbourhoods and generations.'*

# 8 Making a Positive Contribution

## **Our Vision:**

*We want our children and young people to grow up **understanding of differences... confident and courageous about the future, able and willing to make a positive contribution to a strong cohesive community in Tower Hamlets***

## **Children, young people and their families have said:**

*I don't think young peoples' opinions are heard enough*

*Get us involved in meetings, drop-ins, workshops and counselling services*

*If there were more youth clubs in the area, this would help youngsters stay out of trouble*

*We need more clubs where we can hang about instead of the streets*

## **We have already made good progress in helping the children and young people of Tower Hamlets to make a positive contribution...**

- ✓ The number of young people in the borough who voted in the last general election exceeded the national average
- ✓ We have developed a range of innovative schemes for increasing the democratic and civic participation of children and young people in the borough
- ✓ All schools have a school council and we operate a training programme where school councillors from secondary schools train those in primary schools
- ✓ There was a fall of over 22% in the number of young people in the Youth Justice system between 2001–2004

## **But despite these positive developments there are areas where we are not making enough progress:**

- Voting in the youth parliament elections was 3rd best in London but other areas of England achieved higher turnouts and the pattern of voting within the borough was uneven
- Less than 25% of schools in the borough have achieved, or are working towards achieving, the citizenship aspect of the national healthy schools standard

## **So we can go further by focussing on the following key priorities:**

- Increasing the participation of children and young people in decision making and in community life
- Promoting community cohesion
- Ensuring that children and young people can engage in constructive and law abiding activities with opportunities to enjoy a range of activities out of school

*“As an asylum seeker I feel I need to set an example to other asylum seekers not to feel sorry for themselves, and also not to always see the negative side of being in a new community.”*

This is what Sabina, who is a 19 year old asylum seeker with a physical disability, said about her work as a volunteer at a peer education project, helping other young people. She completed over 200 hours of voluntary work, and quickly achieved her nationally recognised Millennium Volunteers Award of Excellence. As well as developing teamwork skills, making new friends, gaining confidence and receiving formal accreditation for her volunteering, Sabina got huge satisfaction from the knowledge that the local community could rely on her to make a positive contribution.

**We will take the following key actions in these priority areas:**

### **Increasing the participation of children and young people in decision making and community life**

- Develop a participation strategy for all children and young people, to include participation in learning, decision-making and design, delivery and evaluation of services
- Encourage all relevant services for children and young people to have regard to the ‘Hear by Right’ national framework for monitoring the quality of involvement
- Build the personal capacity of children and young people to manage and respond to changes and challenges in their lives by developing initiatives to support this through Personal Social and Health Education and other curricula
- Work with schools to develop an active and effective citizenship curriculum
- In partnership with schools, monitor the effectiveness of school councils and other opportunities for pupils to develop leadership

Rubiya is 14 and goes to a local youth club in Bethnal Green, where she takes part in lots of activities around music. A few months ago, she got involved in the AMPLIFIED young journalists project. Through the project, she was able to write her own reviews of current music, and an article on musical influences for young people. She enjoyed writing for East End Life, and has got involved in a young journalism project in her school, where she writes for the school newsletter.

### **Promoting community cohesion**

- Spread best practice in support for newly arrived children and young people with English as an additional language in schools
- Provide support for children to learn other European and community languages by implementing the National Language Strategy
- Strengthen partnerships between children and young people and faith institutions by including children and young people in the Inter-faith Forum
- Encourage young people to undertake cultural exchanges by promoting this through school, youth work and other settings

## Ensuring that children and young people can engage in constructive and law abiding activities

- Increase the number of opportunities for volunteering and community action by children and young people and supporting children and young people to develop their own plans for community action
- Promote social enterprise with children and young people, including encouraging schools to develop fundraising initiatives
- Strengthening the effectiveness of the Youth Inclusion Support Panel in identifying children and young people at risk of offending or involvement in anti-social behaviour
- Deliver initiatives such as the Community Oriented Policing (COP) course and Intergenerational Safer Neighbourhood programme to empower young people to make their communities safer and stronger

## These are the targets set to drive forward these improvements

### Make a Positive Contribution: Headline Targets

- Increase the percentage of 13–19 year olds having contact with the youth service from 26.1% in 2004/5 to 33% in 2008 (No national benchmark)
- Reduce the number of incidents of youth on youth violent crime (where victim or accused is under 19) from 593 incidents in 2004/5 to 558 incidents in 2008/9
- Reduce by 5%, the number of first time entrants to the youth justice system from 400 in 2004 to 380 in 2008/9 (No national benchmark)
- Increase the number of opportunities for young people to volunteer from 485 in 2004 to 1,524 in 2008/9 (No national benchmark)

### Supporting Indicators

- Increase the percentage of children who communicate their views in Children's Case Reviews
- Increase by 25% the number of young people taking part in the Tower Hamlets Youth Partnership and Local Area Partnership events (2004 baseline = 2004)
- Increase to 100% the percentage of schools rated as 'good' or 'very good' in Making a Positive Contribution and the area of spiritual, moral, social and cultural development, through inspection, monitoring or self-evaluation



## Achieving Economic Well-Being

*'...our view of responsibility by all should mean we challenge all young people to make the most of themselves.'*

# 9 Achieving Economic Well-Being

## **Our Vision:**

*We want our children to grow up aspiring to the very best... for themselves, their families and their communities... with the skills to achieve their ambitions*

## **Children and young people have said:**

*There should be more information for young people on jobs and qualifications*

*There should be more jobs for young people*

*We need more childcare places*

*What support is there in Tower Hamlets if you want to study and better yourself with regard to accommodation?*

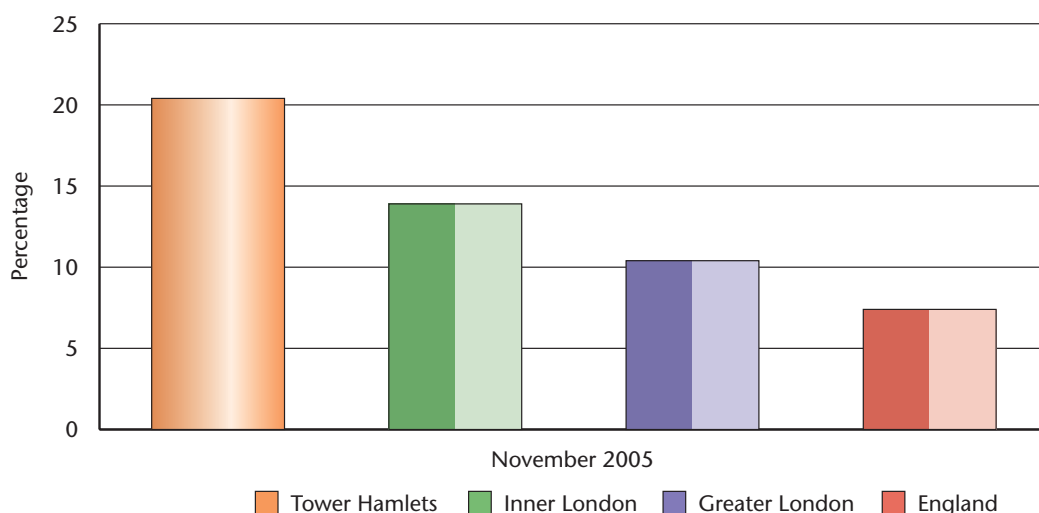
## **We have already made progress in helping children and young people to achieve economic well-being in Tower Hamlets...**

- ✓ We have a comprehensive regeneration strategy in place for the borough to combat low income, increase housing supply and to promote work as the best route out of poverty
- ✓ We have high rates of participation in post-16 education
- ✓ A wide range of careers fairs are held to raise aspirations and widen opportunities
- ✓ There is a successful 'Pathfinder' project in retail and now health sciences
- ✓ A high proportion of care leavers are in education, employment or training

## **But there are still areas for improvement:**

- At 13.0%, the borough's 16+ unemployment rate is high. This highlights the key challenges for increasing employability and access to jobs for local people
- Average points scores of sixth form students are relatively low – compared to both statistical neighbours and to the national average
- Only 58% of learners in the borough are at level 2 by 18 (compared to 67% nationally) and under a third presently achieve 5A\*–C including English and mathematics at 16 (see Enjoy and Achieve)
- Nearly 700 people aged 16–18 (10%) are not in education, employment or training. Outreach work with these young people suggests they perceive a narrowness of opportunity
- There is a relatively high level of drop out in the transition from education to employment

### Young people between 16 and 24 in receipt of Jobseekers Allowance as a percentage of those looking for work



**So there is further to go to tackle some of the remaining challenges... In particular we need to:**

- Continue to boost the life chances of children from disadvantaged backgrounds by tackling poverty, poor housing and promoting learning employment opportunities
- As part of our 14–19 learner entitlement, raise both aspirations and skills, through more effective learning, advice and guidance, and offering more routes into employment
- Improve the quality of advice and guidance to all young people including those with learning difficulties or disabilities, and to commission new forms of provision for them
- Increase the education to employment support for young people over 16, including those who are known to the Youth Offending Team
- Enhance joint working in the Council by linking regeneration outcomes more firmly with Children's Services.
- Significantly reduce the numbers of young people who are not in education employment or training (NEET)
- Raise aspirations in the community by offering careers advice and experience of the world of work to pupils from Year 6 onwards

**We will take the following action to tackle these priorities:**

**To continue to boost the life chances of children from disadvantaged backgrounds by tackling poverty, improving housing conditions and promoting learning employment opportunities**

- Offer high quality flexible childcare to all parents in work or seeking work
- Give children the best start to learning by expanding high quality early years provision
- Take action to increase the supply of affordable housing of a decent standard in the borough
- Reduce the number of families who are overcrowded
- Target resources to prevent homelessness among 16/17 year olds by increasing mediation services and developing suitable provision for those that do become homeless

### **Raise aspirations in the community by offering careers advice and experience of the world of work to pupils from Year 6 onwards**

- Raise aspirations among all young people, including those with disabilities or complex needs, by promoting a range of experiences and opportunities for them in and outside school to enrich their social skills and life experiences
- Offer all children and young people good quality careers advice and work experience, including the opportunity through their school to link with a business partner
- Widen our gifted and talented programme to ensure that there is a greater range of activities offered to pupils in year 6
- Offer each school in the borough at least three employer visits a year to promote careers in growth industries and work placement

### **Improve the quality of advice and guidance to all young people including those with learning difficulties or disabilities, and to commission new forms of provision for them**

- Provide advice and support with job-search to all young people
- Ensure that all young people in care who have a learning difficulty are allocated a personal adviser as soon as possible
- Commission new programmes for students working at level 1 or lower post 16
- Work with the Learning and Skills Council to increase Work Based Learning provision which involves young people in its development

### **Increase the education to employment support for young people over 16 to include those who are known to the Youth Offending Team**

- Offer a range of interventions to assist 14–19 year olds to make more informed choices about career paths and qualifications that will assist in accessing employment in the Borough's key growth sectors. This will include further development of the Skills for Life programme and the National Diploma in Business (level 3) linked to UK Career Academy Foundation.

In October 2005, it was thought 17 year old Supreet might leave school with no plans for further study. She had also stopped engaging with friends or activities. At New Start she was offered advice and counselling from a personal advisor and they worked together on topics such as empowerment and self worth. Now she has a supportive group of friends, is doing a pre-mural art project and has a place at college to study science.

- Track those young people aged 16–19 engaged in work based programmes or in further education to ensure that they develop consistent and relevant pathways to employment. The information will be shared by key partners and used to further develop 18–25 pre-employment activities
- Develop vocational pathways along the lines already being developed for Health and Social Care in other vocational areas ensuring provision is available in the travel to work area in the borough to study to at least NVQ level 2, further study to NVQ level 3 and beyond
- Develop via the Financial Services Academy, entry programmes and progression routes into banking and finance for young people

- Refer all under 25 welfare to work claimants to Jobcentre Plus in order that a programme of activity can be provided for them
- Target young people at risk of offending or re-offending with additional support through the Youth Service and Youth Offending Team, including a Connexions Personal Advisor for every young person engaged in the Prevent and Deter initiative

Paul is now a full time voluntary worker at City Gateway where he helps support other young people who are at risk of offending. Paul had been "stealing bikes, getting into fights and hanging around with the wrong crowd". He came along to the City Gateway project and then was involved in helping on summer programs and also helped run a Summer Football Tournament. *"Because of City Gateway now I see there is opportunity in my life, before I thought I wasn't going to accomplish anything or amount to anything, now I'm a confident person"*

### **Enhance joint working to support the transition from education to employment by linking regeneration outcomes more firmly with Children's Services**

- Ensure better working arrangements between regeneration activity and the development of training, education and employment by:
  - developing work experience schemes and transitional employment programmes in partnership with schools
  - targeting key employment sectors in partnership with the Tower Hamlets Employment Consortium
  - developing activities to improve skills for employment under the Local Enterprise Growth Initiative

**The following targets will help us to drive forward improvements in these priority areas...**

#### **Achieve Economic Well-Being: Headline Targets**

- Reduce unemployment for young people aged 18–25 by 800 in Tower Hamlets by 2008/9
- Help 75 young people aged 24 and under in receipt of Incapacity Benefit back into employment by 2008/9
- Reduce the number of young people in Tower Hamlets aged 16–18 not in education, employment or training from 10.3 in 2004 to 7.5% in 2008 (England average = 7.7%)
- Increase A Level points score to 285 APS per pupils by 2008/9 (England average = 273.7)
- Increase the number of young people resident in the borough aged 14–19 achieving vocational qualifications at level 2 (target currently under development)

#### **Supporting Indicators**

- Increase the number of vocational courses pre-16 and post-16
- Increase the number of care leavers in employment, education or training at 19
- Ensure that at least 90% of young people who are supervised by the Youth Offending Team are either in full time education, training or employment

## Delivering the Plan

*'the well-being and safety of children cannot be achieved by one agency acting alone...'*

# 10 Delivering the Plan

If we are going to achieve the ambitious agenda set out in this plan, we will need to ensure that all of the services and agencies that support children and young people across the borough – and all of our local communities – work in partnership. The *Tower Hamlets Partnership* – the borough’s Local Strategic Partnership, which has a well-established and nationally recognised strength in engaging all stakeholders, including the broader community, in working together to improve the quality of life for everyone in the borough – provides a firm foundation for such partnership working. The Partnership is therefore in an excellent position to assume responsibility for the borough’s *Children’s Trust*, overseeing the delivery of excellent services for children and young people. The specific responsibilities and lines of accountability of the agencies, organisations and individuals working within the Partnership to ensure that the needs of children and young people are met are currently being reviewed alongside the development of the Plan. This will help to ensure that the governance arrangements for the Plan are robust and geared to its effective and efficient delivery.

The Tower Hamlets Community Plan is overseen by the Tower Hamlets Partnership, which is responsible for making sure that we all work together to achieve its goals and so improve the quality of life for local people.

There are three strands to the Partnership, as set out below:



There are eight **Local Area Partnerships (LAPs)**, based on our 17 wards and through which residents are involved. They involve local people in considering ideas on how things can be improved and the ways in which they can influence the delivery of services in their area, but also the borough as a whole. They also provide the chance to scrutinise service performance to ensure that standards are met and promises kept.

As part of our commitment to addressing local priorities, Local Area Action Plans are produced each year for each of the LAPs. These set out targeted programmes for improvement and reflect Community Plan priorities at a local level. The LAP Action Plans are vital in ensuring that the Partnership target resources to deliver the biggest impact against our priority LAA outcomes. They also provide the basis for developing effective and locally-driven solutions that meet local needs. The workplan for the CYYP outlines the key activities for delivering against the CYYP priorities in the first year including LAP activities which are directed at particular local priorities, such as teenage pregnancy 'hotspots.'

The national framework underlines the emphasis on early intervention, joining up and co-locating services, listening to young people and investing in an effective workforce. These are all areas where we have already focussed resources and started to make a difference. In setting out our priorities in this plan we are laying the foundations to go further and to make faster progress by:

- Cutting bureaucracy to focus on what matters
- Promoting prevention as the first priority
- Providing accessible, high quality services, tailored to a range of different needs
- Working in a more flexible way across the boundaries of health, education and other services.

We will now build on what we have already done and work in new ways to take this agenda forward through the following key developments.

### **Closer integration of children's services**

We will build on our experience of delivering integrated services for children with a disability to develop integrated services for all children. We want to provide local integrated access points so that children and families can more easily access services from pupil support, health or social care.

The role of the **lead professional** will be key to joining up service provision for children and young people so that it is coordinated and effective. Instead of lots of different people in different agencies working separately with children who are in need, there will be one single point of contact for a child, young person or their family to ensure they get the right help at the right time. This means services will be integrated right at the front line of delivery.

### **Establishing new safeguarding arrangements**

Safeguarding children is everyone's responsibility. Tower Hamlets is committed to ensuring that we build on the effectiveness of our child protection services in the development of the safeguarding agenda.



We will ensure there is:

- senior management commitment to the importance of safeguarding and promoting children's welfare;
- a clear statement of the agency's responsibilities towards children available for all staff;
- a clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children;
- service development that takes account of the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and families;
- staff training on safeguarding and promoting the welfare of children for all staff working with or (depending on the agency's primary functions) in contact with children and families;
- safe recruitment procedures in place;
- effective inter-agency working to safeguard and promote the welfare of children; and effective information sharing.

This will be monitored by our Local Safeguarding Children Board.

### Strengthening the Commissioning Process

Commissioning – the process of assessing needs, allocating resources, establishing priorities and determining how best those priorities should be delivered – is a key driver of effective service delivery. It also involves monitoring, implementation and evaluating the impact of the commissioning process.

We aim to improve our commissioning at all levels over the lifetime of the plan by:

- Implementing the agreed Commissioning Principles and Framework across all aspects of children's services
- Under the leadership of the Director of Children's Services, establishing a team that leads the effective development of commissioning in the new Children's Directorate
- Working with schools and General Practitioners to ensure effective co-ordinated commissioning of services to children
- Considering further opportunities for the pooling of budgets [where resources from health, education and social services are formally shared under a specific partnership agreement] learning from the experience of Disabled Children and Child and Adolescent Mental Health pooled budget
- Establishing a clear and coherent market development strategy for children's services that:
  - understands the local market for children's services at an operational and individual level noting both strengths and weaknesses
  - aligns procurement approaches to fill gaps
  - builds strategic links with the voluntary sector building on the Third Sector Strategy
  - develops the Social Enterprise agenda
  - builds on public private partnership initiatives
  - ensures a level playing field for potential providers

## Planning for delivery

The success of the plan will depend on us looking at the ways we are working as well as the end results. To evaluate how well we are working together, we may want to identify some priorities that don't fall under any particular theme or outcome, but underpin our work across the piece.

We will need to set up arrangements to plan, monitor and evaluate the work of the partnership. The way we do this will need to be integrated within the wider planning framework that begins with the Community Plan.

# 11 Measuring Our Success

The plan has set out the priorities for action to help children and young people to be healthy, to stay safe, to enjoy and achieve, to make a positive contribution and achieve economic well-being. *It is important that we know that we are meeting our goals.*

## *Reviewing the Children's Plan*

We will review the workplan and targets we have set to see whether we are achieving what we have set out to do. We will use the data available to us to check that we are going in the right direction. We will review the plan every year to see what actions we have taken and what affect we have had on improving the outcomes for children and young people.

We will look at a number of key statistics, for example on educational attainment or youth unemployment and measure our performance against previous years so that we can see whether things are getting better over time. We will also compare our performance against other areas in London and across the country.

## *Annual Performance Assessment*

Every year the Council will look at its performance in relation to children and young people's services and produce a report, which will be reviewed by central government. This document, called the Annual Performance Assessment will be the basis of future planning for services to children and young people.

## *Inspections and the Joint Area Review*

All of the statutory agencies will be inspected by external agencies against the five outcomes for children. These inspections will be used to judge the quality of services. We will respond to the findings of inspections and develop plans to improve services.

## *Listening to people using our services*

Users of the services we provide are the best judges of how well they are working. We will seek their views through user satisfaction surveys, feedback and complaints and we will undertake case studies to see how our services impact on the lives of individual children and young people.

## *Listening to our communities*

We will talk to parents and carers and the community about what we have done and see if they have seen a difference.

## **How will we tell others about what we have done?**

Every year we will produce a report. It will be made available on the internet and in the local community for the public. The report will identify the actions we have taken, what we have achieved and where we still need to do more.

## Implementation of the Plan

The work plan which outlines key activities planned for the first year – 06/07 with aligned resources. This represents neither the sum of activity in the borough on children and young people, nor the total spend on children and young people. It does however, indicate how resources are to be deployed from core budgets or additional funding sources to target activities on key priority areas identified in the plan. More detail on further service specific activities can be found in the strategies of individual services and it is important that this work plan is read with these in mind.

Monitoring the work plan and the progress of the activities and targets in it, will be one of the most important ways in which we will measure our progress.

## Children's and Young People's Plan: Work plan 2006–2007

Be Healthy: Key Activities and Targets						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
<b>Tackle health inequalities among children and young people</b>	Ensure 25 schools progress to become Healthy Schools during 2006	142k	Reduce the gap in infant mortality between Tower Hamlets and England and Wales <b>5.1 per 1000</b>	10% reduction in gap	3.9 per 1000	Director of Public Health
	Support mainstream services to develop locality based services with children's centres and extended schools as the hubs of service provision	) ) ) ) )				
	Commission a range of services including speech and language therapy, midwifery service for vulnerable mothers, dietetic support, ensuring service continuity, and increased coverage to 100% of under 5s through children's centres	1.7 million ) ) ) ) )				
	Further develop and mainstream the school health advisor project, developing a core health offer for all schools, with improved access to locality and borough based services as per section 1	150k subject to confirmation				
	Continue to support and develop Sure Start initiated breast feeding support projects into Children's Centres	200k				
	As part of the LAA ensure that Parent Information Point (PIPS) sessions are held in Children's Centres and extended schools	100k				
	As part of the LAA ensure the effective delivery of midwifery services to vulnerable mothers	90k				

## Children's and Young People's Plan: Work plan 2006–2007

Be Healthy: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Implement evidence-based oral health promotion programmes, based on common risk factor approach but including advocating for water fluoridation</p> <p>Build expertise among local communities about factors affecting oral health and access to care, through active programme of information sharing, using wide range of information models and a "training the trainers" approach with organisations, voluntary groups and local people</p> <p>Work to improve demand for, and uptake of, dental services by all by taking more services out to poorly served communities using dental mobile surgeries</p>	<p>Core Funding</p> <p>Core Funding</p> <p>Core Funding</p>				
<b>Improve diet and increase physical activity among our children and young people</b>	<p>Establish a resource of peer educators to promote healthy choices</p> <p>As identified through the LAA establish a Weight Management programme</p> <p>Improve levels of physical activity in disabled children by providing training and support to children's centre staff and third sector organisations from occupational therapy and physiotherapy</p>	<p>100k</p> <p>£50k</p> <p>£40k</p>	<p>Stop the year on year rise in overweight (in year 7) 37% baseline</p> <p>and obesity (yr7) 22% baseline</p>	<p>35%</p> <p>21%</p>		<b>Sam Varley</b>

## Children's and Young People's Plan: Work plan 2006–2007

Be Healthy: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Support the implementation of at least 2 hours of physical activity per week in Primary Schools by establishing a programme work of 2 school sports Partnership Development Managers &amp; School Sport Co-ordinators</p> <p>Provision of a comprehensive healthy living programme, to include access to local community sports facilities for black and minority ethnic girls (LAP2)</p>	<p>£277k</p> <p>40k</p>			13.7%	
<b>Improve the emotional well-being and mental health of children and young people</b>	<p>Expand CAMHS Training and Development work for Tier one professionals to include all teachers and support staff</p> <p>Learning Mentors provide improved Social &amp; Emotional development work on a 1:1 basis for targeted pupils by increasing training opportunities</p> <p>Commission 450 days of multi-disciplinary CAMHS in children's centres and schools</p> <p>Open a new in-patient service for adolescents experiencing mental illness</p> <p>Agree Joint Agency Transition Care Pathway for Children with Disability</p>	£758k	<p>Establishment of a Comprehensive Child and Adolescent Mental Health Service</p> <p>Increase in activity or spend by 10% year on year</p>	10% increase in spend and activity from 2005/06 baseline	Not available	<b>Jon Wilkins</b>

## Children's and Young People's Plan: Work plan 2006–2007

Be Healthy: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
<b>Reduce the take up of smoking, drugs and alcohol and ensure prompt access to treatment services for young people who misuse drugs</b>	Establish a resource of peer educators to promote healthy choices (as above)	100k	<b>Increase access to substance misuse services from 313 young people in 2005</b>	495 young people accessing treatment by 2008/9	Local target	<b>Matthew King</b>
	Develop Family Service to provide support and therapeutic interventions for children and families affected by substance misuse	£200k				
	Develop drug prevention strategy including youth peer health educators working as 'health trainers' to promote healthy lifestyles	£25k				
	Commission Lifeline London and CAMHS ASATS to provide targeted prevention and treatment services for young people with substance misuse problems	£737k				
<b>Continue to reduce teenage pregnancy in the borough and raise awareness of sexual health risks among children and young people</b>	Provide support such as antenatal classes, parenting skills and advice on contraception	£40k	Reduction in teenage conceptions (% reduction from 1998 baseline)  -26%  42.9 conceptions per 1000 young people	– 28.4%	42.1 conceptions per 1000	<b>Priscilla Ibekwe</b>
	Raise awareness through local media campaign and expand the provision of sexual health advice, information, contraception, sex and relationship education in school and non-school settings through training of the workforce: teachers, nurses, peer educators	£178k				



## Children's and Young People's Plan: Work plan 2006–2007

Be Healthy: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Offer Chlamydia screening to sexually active young people</p> <p>Improve sexual health promotion in neighbourhoods of high teenage conceptions via 4 outreach workers ( LAP5)</p>	£286k				

## Children's and Young People's Plan: Work plan 2006–2007

Staying Safe: Key Activities and Targets						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
<b>To continue to protect children from the risk of harm and neglect</b>	Establish Local Safeguarding Children Board (LSCB) April 2006	Core Funding				Corporate Director (Children's Services)
	LSCB to ensure that a comprehensive safeguarding training framework is in place. The Framework to reflect a multi-agency approach meeting the needs of both statutory and voluntary sectors. Incorporate requirements for Induction/Foundation	Core Funding				
	The commissioning of Safeguarding training to take account of new Working Together guidance (due Spring 2006)	Core Funding				
	The commissioning of Safeguarding training to meet different practitioners' needs (e.g. Induction/Foundation/Advanced/agency specific)	Core Funding				
	Establish Domestic Violence (DV) lead officers/champions in all relevant services and partners to Children's Services	Core Funding				
	Undertake a comprehensive review of commissioning of children's DV services using the framework provided in the LGA Guidance	Core Funding				

## Children's and Young People's Plan: Work plan 2006–2007

Staying Safe: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	Review and re-launch the DV and Child Protection Protocol to incorporate recommendations arising from serious case reviews and legislative changes	Core Funding				
	Support and monitor the implementation guidelines on DV issued to schools	To be identified				
	Increase the provision of specialist support to children and (non-abusing) parents, and to provide support to schools on responding to pupils affected by DV	60k plus core CRS funding				
	Commission, implement and evaluate a training programme for health visitors and other primary care staff on DV	THPCT				
	Establish a DV group to undertake a present state analysis within the PCT and implement an action plan accordingly	THPCT				
	Review the system for police inputting Merlin reports into THIS Child (RYOGENS) and implement changes as necessary	Core Funding				
	Integration of information systems to support improved information sharing ensuring children are safeguarded					

## Children's and Young People's Plan: Work plan 2006 – 2007

Staying Safe: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Establish arrangements and secure resources in order to implement the Information Sharing Index</p> <p>Commence roll out of the Common Assessment Framework (CAF)</p> <p>Undertake analysis of reasons for Looked After Children (LAC) placement breakdown and develop appropriate responses</p> <p>Continue to provide training and support to foster carers and residential providers on placement breakdown</p> <p>All child care reviews take place to timescale and where appropriate involve the child/young person</p> <p>ALLAC care plans to be monitored by Independent Reviewing Officers</p>	<p>Core budget</p> <p>Core budget</p> <p>Core budget</p> <p>Core budget</p>	<p>Reduce the percentage of children looked after with three or more placements in the last rolling year</p> <p>10.2%</p>	8.5%	12.7%	
<b>To reduce crime and anti-social behaviour</b>	Increase the use of Anti Social Behaviour (ASB) interventions to prevent ASB.					

## Children's and Young People's Plan: Work plan 2006–2007

Staying Safe: Key Activities and Targets						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Increase the proportion of youths on ABCs and ASBOs who access support services (through the expansion of the YISP), and provide information pack to 100% of those signing ABCs</p> <p>Provide a preventative intervention for every appropriate ASBO and ABC involving a young person</p> <p>Introduce protocol on parenting interventions and ABC cases and deliver at least 15 ABCs that engage parents</p> <p>Introduce the use of restorative justice techniques in ASB cases by June 2006</p> <p>Tackle anti-social behaviour by using music and dance to engage young people including the provision of music technology and dance workshops and street work in crime 'hotspots' (LAP 6)</p> <p>Create multi-agency 'Good Behaviour Zone Management Teams' in partnership with target schools by May '06. Devise personal 'Behaviour Zone' plans for each participating school by June 06. Implementation and monitoring thereafter</p>	<p>Core budget supported by (tbc) YJB prevention fund, SSCF &amp; NRF bids to total value of £433k</p> <p>£23,425</p> <p>Core budget</p>	<p>Reduce levels of re-offending from 43.8%</p> <p>Increase the percentage of young people from aged 16 reporting that they feel safe in their community from 59% (2003)</p>	<p>5% year on year reduction among YOT cohort</p> <p>75% of RELACHS survey sample to agree or strongly agree that they feel safe in their local community</p>	<p>No national comparator</p>	<p>Olivia McLeod</p>

## Children's and Young People's Plan: Work plan 2006 – 2007

Staying Safe: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Via establishment of PHSE Coordinators Forum develop the Citizenship/PHSE curriculum, seeking to identify and introduce resources and products to change attitudes of young people and weapons. Forum established April '06</p> <p>To research and develop violence focused Intervention and Prevention programmes for utilisation by the Educational SIP and YOT teams. Working group established by April '06</p> <p>To develop 'Youth Victim Support' within the borough by resourcing and additional VS Youth Worker, with particular emphasis on engaging with young people through schools.</p> <p>Engagement of identified problematic young people in conflict resolution programmes with a focus on the learning of peer mentoring skills. Seeks to build into Good Behaviour Zones. Identification of 4 schools for piloting of project – April '06</p> <p>Develop an evidence based initiative for younger siblings of offenders and deliver strategy</p>	<p>Core budget</p> <p>Tbc (SSCF bid)</p> <p>Core budget</p> <p>)</p> <p>)</p> <p>Core budget</p> <p>)</p> <p>)</p> <p>)</p>				Olivia McLeod

## Children's and Young People's Plan: Work plan 2006–2007

Staying Safe: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Develop screening tool to assist YOT practitioners in identifying siblings requiring preventative services for voluntary referral</p> <p>Develop and agree referral, review and monitoring protocol within YOT</p> <p>Establish a baseline to identify the number of younger siblings accessing services offered</p> <p>Continue offering support via the YISP to children and young people aged 8–17 and ensure that intervention is made with every young person subject to an ABC, Police Reprimand and ASBO</p> <p>Deliver 10 ASB Citizenship workshops in local youth clubs across all LAPs</p> <p>Develop initiative for crime prevention outreach in schools</p> <p>Youth Inclusion programmes pilots underway in 2 paired LAP areas by Sept '06, engaging 50 at risk young people in each location</p>	<p>Core budget ) ) ) ) ) ) )</p> <p>Core budget + (tbc) £70k SSCF bid</p> <p>Tbc £5k SSCF</p> <p>Core budget</p> <p>Tbc £363k YJB, SSCF, PAYP</p>				Olivia McLeod

## Children's and Young People's Plan: Work plan 2006–2007

Staying Safe: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 (2006)	Spend 06/07	Baseline Measures 05	Improvement Target 08/09	England Average	Priority Champion
	<p>Prevent and deter tactical group in place and meeting monthly, with all relevant agencies engaged. At least 20 young PPOs on caseload. Multi-agency action plan in place for all young PPOs</p> <p>Local Parenting Strategy agreed September 06</p> <p>Parenting intervention delivered in at least 15% of cases dealt with by the Youth Offending Team</p>					<b>Sarah Gale</b>
<b>To continue to tackle bullying</b>	<p>Issue guidance and information publicity for children and young people</p> <p>Extend conflict resolution work to Y6 in five primary schools</p> <p>Provide access to anti-bullying and anti-harassment support for all schools</p>	<p>£6k</p> <p>£25k</p> <p>£35k</p>	<p>Reduce the rate of children and young people reporting bullying through the RELACHS survey</p> <p>52%</p>	38.8%	No national figure	<b>Helen Jenner</b>



## Children's and Young People's Plan: Work plan 2006–2007

Enjoying and Achieving: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	England Average	Priority Champion
<b>Improve standards of early years provision to give every child the best possible start in life</b>	Extend the range of high quality provision for under fives	7.5M	(Targets to be added against three key areas of the Foundation Stage Profile) 85% in 2006/7	Improve the numbers of children achieving 6+ in the Foundation Stage Profile to 87%		<b>Helen Jenner</b>
	Provide school library resources for language communication and personal development	100k				
<b>Extend the opportunities for children to enjoy a range of activities outside of school including participation in play, culture, arts and sports</b>	Extend EiC work with families through mentoring provision	7.5k		Increase the take up of play, culture and leisure activities by children, young people and their families		<b>Helen Jenner</b>
	Implement extended school policy to ensure all children have local access to a full range of services	992k				
	Provide out of school enrichment at Gorsefield Residential Centre	35k				
	Improve access to play services (LAP 6)	15k				
	Outreach and mobile youth services (LAP 6)	23k				
	After school computer club for young people (LAP 4)	50k				<b>Mary Durkin</b>

## Children's and Young People's Plan: Work plan 2006–2007

Enjoying and Achieving: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	England Average	Priority Champion
<b>Accelerate improvements in attainment with a particular focus on Key Stage 3 and achieving English and mathematics at GCSE</b>	Continue to develop our primary strategy in order to raise opportunities and standards in schools	200k	Insert baseline	Increase the percentage (insert numeric value here) of all pupils achieving level 4 at Key Stage 2		<b>Terry Parkin</b>
	Continue to implement secondary strategy to continue to raise opportunities for pupils and standards in schools	355k	R – 63% W – 52% M – 64% S – 83%	Increase the percentage of pupils achieving level 2b in reading, writing, maths and science at Key Stage 1 as follows R – 90% W – 90% M – 64% S – 95%	72% 62% 74% 90%	
	Identify schools for intensive support for KS4 in core subjects	185k	74%			
	Continue to implement the narrowing the gap project to improve the performance of underachieving groups	691k	52%	Level 5 or above at KS3 at 71% by 2008/9	74%	
	Implement the New Relationship with Schools in such a way to ensure all schools receive sufficient challenge and support	25k				

## Children's and Young People's Plan: Work plan 2006–2007

Enjoying and Achieving: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	England Average	Priority Champion
	<p>Implement programme of intensive support for underperforming schools across all phases</p> <p>Training for learning mentors</p> <p>Targeted support to schools to improve outcomes for children with English as an additional language</p> <p>Improve services to school libraries</p>	20k	30.4% 5A*–C including English and mathematics	<p>Increase to 40% the percentage of all pupils achieving 5 GCSE A–C with English and mathematics (NB stretch this target? Targets for 2007 coming in at around this figure)</p> <p>Reduce the number of statements of special educational need</p>	47%	<b>Terry Parkin</b>
<b>Maintain a strong focus on securing the best possible outcomes for looked after children.</b>	Targeted activities through narrowing the gap and other inclusion plans		60%	Looked after children with at least one GCSE (A–G) increase to 72% 72%	72%	<b>Terry Parkin</b>

## Children's and Young People's Plan: Work plan 2006–2007

Enjoying and Achieving: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	England Average	Priority Champion
<b>Enrich the learning experiences for all our children and young people by offering a broad curriculum including creative and sporting opportunities</b>	Programme of enrichment activities focussing on traveller children	200k				<b>Terry Parkin</b>
	Develop further opportunities within the primary school curriculum for arts education	30k				
	Support all school that require it with their Artsmark applications	100k 10k				
	Ensure that all young people in school have the opportunity to access high quality music provision but during the school day and beyond it	420k				
	Provide 5 community based after school study support centres for stages 2, 3 and 4 to improve numeracy and literacy via sport, art and ICT based programmes, one to one tutoring and creative learning packages (LAP 7)	£41,470				
<b>Improve attendance and reduce exclusions from school</b>	Improve quality of offer through our Learning and Support Units by securing training and support for LSU managers	10k	93.9% Primary 92.4% Secondary	Increase attendance at school	95% Primary 93% Secondary	<b>Helen Jenner</b>
	Secondary behaviour and attendance consultant	50k		Reduce exclusions from school to 1.0 per 000 by 2006/7	1.0 per 000	

## Children's and Young People's Plan: Work plan 2006 – 2007

Enjoying and Achieving: Key Activities and Targets <i>continued</i>						
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	England Average	Priority Champion
Increase the level of parental involvement in children's learning	Support for schools to link with ME parents	5k	9%	Reduce the percentage of parent governor vacancies to 4%	Local target	Helen Jenner
	Parents 4 Achievement programme expanded	50k				

## Children's and Young People's Plan: Work plan 2006–2007

Making a Positive Contribution: Key Activities and Targets					
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	Priority Champion
<b>Increasing the participation of children and young people in decision making and in community life</b>	Provide 300 opportunities through the peer network consortium for young people to become peer mentors, educators, researchers and advocates	30k	Extend the reach of youth services and other leisure opportunities to more children and young people in the borough <b>26.1%</b>	Target to extend reach to 33%	<b>Mary Durkin</b>
	Work with young people to develop a framework for participation	5k			
	Deliver 4 local and 1 borough-wide youth partnerships	20k			
	Develop new version of AMP young people's website	6k			
	Develop a youth led broadcast channel in Bow (LAP 5)	10k			
<b>Promoting community cohesion</b>	Hold a young people's interfaith event in partnership with faith institutions to establish young people's ideas for strengthening community cohesion	3k			<b>Mary Durkin</b>
	Inter-generational work in partnership with Bethnal Green Technology College, local residents associations and local youth groups				
	Rapid Response team delivering a Resolve programme over 6 months in the weavers area (LAP1)	39k			

## Children's and Young People's Plan: Work plan 2006–2007

Making a Positive Contribution: Key Activities and Targets <i>continued</i>					
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	Priority Champion
	Inter-generational work bringing together young and old people to share knowledge and ideas to help reduce fear and crime (LAP3)	12.5k			
<b>Ensuring that children and young people can engage in constructive and law abiding activities with opportunities to enjoy a range of activities out of school</b>	Provide over 40 high quality youth projects and personal development opportunities for 13–19 year olds	2,000,000	Reduce year on year, the number of first time entrants to the youth justice system from 400 in 2004	To 380 in 2008	<b>Mary Durkin</b>
	Operate 30 positive activities for young people programmes during school holiday periods	500k			
	Provide planned programmes of detached and mobile youth work delivered in 24 estates	373k	Reduce the incidence of youth on youth violent crime from 593 incidents in 2004/5	558 incidents in 2008/9	
	Support summer holiday activities for young people	120k			
	Establish Youth Inclusion Projects in LAPs each working with 50 young people	363k			
	Provide a music programme offering video making, music mixing and DJ-ing (LAP 8)	15k	Increase the number of opportunities for young people to volunteer from 485	1524	

## Children's and Young People's Plan: Work plan 2006–2007

Achieving Economic Well-Being: Key Activities and Targets <i>continued</i>					
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 05	Headline/Supporting Improvement Target 08/09	Priority Champion
<b>To continue to boost the life chances of children from disadvantaged backgrounds by tackling poverty, improving housing conditions and promoting employment opportunities</b>	Increase the number of childcare places available for children aged 0–5 through Children's Centre programme	From total Children's Centre budget (circa 15m)			<b>Helen Jenner</b>
	25 early years settings working towards quality assurance awards by March 2007	20k			<b>Mary Durkin</b>
	Offering First Step courses in Youth Projects from January 07, introducing young people to formal accreditation	LSC (10k)/ youth contract			
	Work with young people at risk from Bow Boys School on social, communication and teamwork skills to enhance their prospects of employment.	5k	Reduce unemployment among young people aged 18–25	By 800	<b>Steve Sipple</b>
	Offering First Step courses in Youth Projects from January 07, introducing young people to formal accreditation	LSC (10k)/ youth contract		Help 75 young people on incapacity benefit into work	



## Children's and Young People's Plan: Work plan 2006–2007

Achieving Economic Well-Being: Key Activities and Targets <i>continued</i>					
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	Priority Champion
<b>Raise aspirations in the community by offering careers advice and experience of the world of work to pupils from Year 6 onwards</b>	Connexions to negotiate 'Learning Agreements' with employers in Tower Hamlets to ensure that young people in employment receive ongoing career development training	Treasury Pilot	Reduce number of young people who are NEET from 10.3%	7.5% (England average + 7.7%)	<b>Sue Hinds</b>
	Connexions to negotiate 'Activity Agreements' with young people who have been NEET for 20 weeks plus. Young people and their families will receive weekly payments if the young person engages in learning	LECP			<b>Steve Sipple</b>
	Run transitional training programmes with Employment Solutions to reach NEET group	80k			<b>Sue Hinds</b>
	'Step up Programme' at Tower Hamlets College. Provides a flexible menu of learning opportunities and progression opportunities with E2E providers	ESF Funds			<b>Mary Durkin</b>
	Increase number employers offering internship programmes to 16–18 year olds	Core Budget			

## Children's and Young People's Plan: Work plan 2006–2007

Achieving Economic Well-Being: Key Activities and Targets <i>continued</i>					
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	Priority Champion
<b>Improve the quality of advice and guidance to young all people – including those with learning difficulties or disabilities, and to commission new forms of provision for them</b>	Implement 14–19 year action plan	120K EDF from LSc			<b>Mary Durkin</b>
	Improve careers advice in schools including working with employers	15k			
	Hold 6 'Your Future' events per year	10k			
	Improve transitions for young people with SEN	48k Futures			
	Develop new unit at Arbour with Barnardos, offering tailored pre-entry courses with embedded basic skills	LSC/ Barnardos			
<b>Increase the education to employment support for young people over 16 to include those who are known to the Youth Offending Team</b>	New Start Project – a pre entry programme in cohorts 14–16, 17–19, offers bespoke programmes for referred young people likely to become unemployed. Referrals from the PRU, the YOT, the SIP, St. Clements	£140k p.a., Youth Service, Connexions, other		Ensure at least 90% of young people who are supervised by the YOT are in full time education or employment	<b>Mary Durkin</b>
	Second New Start due for 06/07	LAP			

## Children's and Young People's Plan: Work plan 2006–2007

Achieving Economic Well-Being: Key Activities and Targets <i>continued</i>					
Priority	Key Activities Year 1 06>	Spend 06/07	Baseline Measure 04/05	Headline/Supporting Improvement Target 08/09	Priority Champion
<b>Enhance joint working to support the transition from education to employment by linking regeneration outcomes more firmly with Children's Services</b>	Work with schools and TH college to develop new vocational pathways	85k	Increase the number of young people in the borough aged 14–19 achieving vocational qualifications	LAA target under development	<b>Terry Parkin</b>
	Marketing to schools about Employment Solutions	Core Budget			<b>Mary Durkin</b>
	Destination at 17 survey	40k – Connexions			
	Develop a web-site of opportunities of E2E and Pre-entry opportunities for young people and employers	5k Connexions			<b>Mary Durkin</b>



# For translation phone:

Albanian	Për përkthim, telefono:	Lithuanian	Vertimui, skambinkite:
Amharic	እባክህ እንዲተረጎምልህ ብትኛ ይህን ስልክ ደውል	Malayalam	പരിഭാഷക്കായി വിളിക്കുക
Arabic	: للترجمة ، اتصل :	Polish	Po tłumaczenie, zadzwoń pod:
Bengali/ Sylheti	অনুবাদের জন্য টেলিফোন করুন :	Portuguese	Para tradução, telefone:
Chinese	如欲索取翻譯，請致電：	Punjabi	ਤਰਜਮੇ ਲਈ ਫੋਨ ਕਰੋ:
Croatian/ Serbian	Za prijevod, nazovite:	Russian	Для перевода, позвоните под номер:
Czech	Pro překlad volejte:	Somali	Wixii turjumid ah, wac:
Farsi	: برای ترجمه با تلفن زیر تماس بگیرید:	Spanish	Para traducción, telefonée:
French	Pour obtenir une traduction, veuillez appeler :	Swahili	Piga namba hii ili upate makaratasi yaliyotafsiriwa:
Greek	Για μετάφραση, τηλεφωνήστε	Turkish	Tercüme için, Telefon
Gujarati	તરજૂમા માટે ફોન કરો:	Twi	Se won te brofo na wo pe mboa, fre me
Hindi	अनुवाद के लिए फोन करें:	Urdu	: ترجمے کیلئے فون کریں:
Japanese	翻訳に関する電話は :	Vietnamese	Muốn bản phiên dịch, gọi số:
Kurdish	: تەلیفون بو تە رجومه:	Yoruba	Fun itumọ ede, ẹ pẹwa si ẹrọ-ibanisọrọ yi:

# 0800 376 5454

**Also for large print, audio or braille**

### Consultation on the draft Strategic Children and Young People's Plan

#### Consultation Method

A consultation on the draft Strategic Children and Young People's Plan was carried out between 08.12.2005 and 16.01.2006. The consultation took the following forms:

- The consultation draft was sent to approximately 745 individuals and organisations;
- The document was made available on the Consultation Calendar, in Idea Stores and other public centres; and
- A consultation toolkit was made available to schools and organisations working with children and young people to gather their views, and discussion forums were established on the Council's website for young people.

We received 53 responses using these methods:

- 21 from voluntary and community sector organisations;
  - 13 from Local Authority departments;
  - 7 from the health sector;
  - 5 from children and young people;
  - 3 from parents;
  - 2 from education and training bodies;
  - 1 from a Registered Social Landlord; and
  - 1 from a local partnership group.
- In addition, to gather more detailed qualitative feedback, 22 direct consultation sessions took place with target stakeholder groups involving approximately 70 children, 155 young people, 14 parents, and 183 professionals. This included 2 workshops conducted by MORI with children and young people.

#### Key highlights

Overall, the draft CYPP was well received, with stakeholders generally viewing the CYPP as a positive step in improving outcomes for children and young people in the borough and indicating broad consensus on the priorities.

- "... [the plan] is a very important initiative. I think what you have written is excellent"
- "We feel that the vision captures the ethos of the borough very well... [it] reflects the difficult circumstances for many of the residents and young people in Tower Hamlets but refuses to offer this as an excuse"
- "The principles...are sustainable and likely to have a positive contribution to the improvement and quality of life of the children and young people in Tower Hamlets"

- “Overall, we feel it is a very positive document that gives an appropriate flavour of the overall vision for children and young people’s services in the area”
- “Overall it is felt that this is an excellent plan which is clear and easy to understand”
- “...how well it [the plan] fits in with the Tower Hamlets Partnership work which is very encouraging and nicely joined up”

Comments tended to highlight key areas missing from the draft CYPP, or where people thought areas should be given greater emphasis. More detail is provided in the attached table.

All comments received have now been considered, and the following actions have been taken in response:

- The text has been redrafted to reflect comments made on important omissions.
- The point has been noted for reference as we develop the implementation plan but has not resulted in changes to the text.
- The point raised refers to more detailed level service plans and has been logged as such.

### **Next Steps**

Individual respondents will be contacted to explain action taken as a result of their contributions. A full consultation summary report will be developed and made available through the Tower Hamlets Consultation Calendar from 9<sup>th</sup> February 2006.

Main highlighted points	Action taken
<b>Being Healthy</b>	
Concern that nothing in the draft CYPP addresses the incidence of vitamin D deficiency	Referred to Health and Well-being Strategy
Insufficient emphasis in draft CYPP on improving oral health or dental services	Actions added to Being Healthy section
Insufficient on ante natal classes and teen parents courses in supporting young parents	Actions added to Being Healthy section
Insufficient emphasis outlining health promotion as an underpinning aspect of prevention of ill health	Being Healthy section changed to reflect this
<b>Staying Safe</b>	
Insufficient emphasis on support for children who have witnessed or experienced domestic violence	Action strengthened in Staying Safe section
Insufficient emphasis on the role youth centres, community groups and faith institutions can play in reducing crime and anti-social behaviour with young people	The plan emphasises positive activities for young people.
Actions do not concentrate sufficiently on those children and young people in most need and require multi-agency responses	This will be covered in the creation of a Local Safeguarding Children Board
Some parents stated that they disagreed that we should be reducing the number of reports about bullying, as this may discourage children from speaking up about their experiences	Issue acknowledged. The target in the plan is about reducing incidents of bullying. The data will be collected through an anonymised survey
<b>Enjoying and Achieving</b>	
Insufficient focus on 'enjoying' within this section, including the importance of leisure, informal education, play and sport with children and young people.	Enjoying and Achieving section changed to reflect concerns, with new targets in these areas
The plan needs to strengthen support in education and accessing leisure opportunities for children with motor problems	The CYPP supports inclusive play and is addressed as above
Some groups including parents are concerned about reducing the number of statements for Special Educational Needs	This has not been changed as there is evidence that early intervention is more effective than statementing

Main highlighted points	Action taken
The plan should consider the need for ESOL classes to be made available for parents in order to support their children's education	Section written on the importance of parenting and support requirements
<b>Making a Positive Contribution</b>	
The draft CYPP does not promote sufficiently positive images of children and young people in the community	New section developed on celebrating children and young people
The plan needs to focus more on the involvement of children, young people and their families in design, delivery and evaluation of services	Principles and Values section changed to include section on Involvement
Some respondents felt that the vision - 'Confident and courageous' does not reflect what making a positive contribution is about.	No action. The vision has been arrived at through working with a range of partners.
Insufficient emphasis on the role children, young people and their parents can play in supporting each other	New section added which includes peer work, and new section on parenting
<b>Achieving Economic Wellbeing</b>	
Insufficient attention paid to the contribution young people's participation in out of school activities makes to their work and further education prospects	Focused on in Making a Positive Contribution section
The plan does not have sufficient information on tracking the progress of young people from school into further education or employment	The 14-19 strategy underpins the broader CYPP
Some people felt that there was insufficient acknowledgement of the 14-19 learner entitlement	The 14-19 strategy underpins the broader CYPP
Some people felt that there was insufficient emphasis on young people not in education, employment or training (NEET)	The action has been strengthened and targets have been set
<b>General comments</b>	
The draft CYPP does not focus sufficiently on giving / accessing information and choice over service delivery	New section added to CYPP on accessing information
Draft CYPP does not show sufficiently the inter-relationship between service plans in contributing to more than one outcome area	CYPP plans diagram changed to show inter-relationship more strongly
Need identified for training and support of staff working in a number of fields in delivering strategic actions	New section developed on workforce development
CYPP needs more emphasis on partnerships and collaborative working	Section written on the importance of



Main highlighted points	Action taken
	collaborative working
Several suggestions to include actions relating to specific groups of children and young people	CYPP aims to improve outcomes for all children and young people so reference to specific groups is limited



## LONDON BOROUGH OF TOWER HAMLETS

### REPORT OF THE CABINET (8.5)

08 FEBRUARY 2006

To receive the report of the Cabinet at its meeting held on Wednesday **08 February 2006**.

For ease of reference a separate report has been produced in respect of each set of recommendations arising from the meeting of the Cabinet, held on 8<sup>th</sup> February 2006 to the full Council. Please find attached the fifth in this series of Council reports (8.5).

The Members who attended our meeting were: -

Councillor Michael Keith	Chair
Councillor Abdus Shukur	Vice-Chair
Councillor Ohid Ahmed	
Councillor Abdul Asad	
Councillor Richard Brooks	
Councillor David Edgar	
Councillor Judith Gardiner	
Councillor Shafiqul Haque	
Councillor Denise Jones	
Councillor M. Shahab Uddin	

Other Members present: -

Councillors A. Amos.

**\*1. Draft Schedule of dates for Principal Meetings in the Municipal Year 2006/2007 (CAB 163/056)**

We considered a report (cover report attached as **Appendix A** to this council report) which requested us to endorse proposed dates for principal meetings of this Authority (Council, Cabinet, main Committees and Panels) during the Municipal year 2006/2007, as set out in the appended schedule, and recommend full Council accordingly.

We agreed that the proposed dates for principal meetings of the Authority for the Municipal Year 2006/2007, as detailed in Appendix 1 to the report before us be endorsed.

We also agreed that Council be recommended to approve the dates for principal meetings of the Authority for the Municipal Year 2006/2007, as detailed in Appendix 1 to the report before us.

**We therefore recommend Council to: -**

Approve the dates for principal meetings of the Authority for the Municipal Year 2006/2007, as detailed in Appendix 1 to the report (CAB 163/056) **(Attached at Appendix A to this Council report).**

**Councillor Michael Keith  
Chair of the Cabinet**

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**  
**LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

<b>Brief description of "background paper" number of holder</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone</b>
Cabinet Agenda – 08/02/06 Record of decisions Cabinet Meeting 08/02/06.		Angus Taylor 020 7364 4333

Committee <b>CABINET COUNCIL</b>	Date <b>8<sup>th</sup> February, 2006 1<sup>st</sup> March, 2006</b>	Classification <b>Unrestricted</b>	Report No.	Agenda Item No.
Report of Head of Democratic Renewal & Engagement  Originating Officer(s): Kairen Zonena, Democratic Services Manager		Title <b>DRAFT SCHEDULE OF DATES FOR PRINCIPAL MEETINGS IN THE MUNICIPAL YEAR 2006/2007</b>  Wards affected N/A		

1. **SUMMARY**

1.1 This report presents for Members' consideration a draft schedule of meetings for Council and the main Committees/Panels for the municipal year 2006/07.

2. **RECOMMENDATIONS**

2.1 Cabinet are asked to endorse and recommend that Council approve the proposed dates for principal meetings of the Authority for the Municipal Year 2006/2007, as detailed in Appendix 1 to the report.

3. **BACKGROUND**

3.1 Attached is an updated draft of the calendar of meetings for Council/Cabinet/main Committees and Panels for the municipal year 2006/07.

3.2 The 2006/07 schedule of meetings has been prepared largely on the basis of the current year's programme, noting the following specific points:-

- ◆ Cabinet continues to meet at 5.30pm.
- ◆ In view of the need to hear appeals against disciplinaries and grievances within a certain period, and the disproportionate difficulty of organising meetings on an ad hoc basis, meetings of the Appeals Committee which were scheduled on a monthly basis in 2005/06 have now been moved to three-weekly.
- ◆ Ramadan is approximately 23<sup>rd</sup> September to 23<sup>rd</sup> October. This year, meetings continued during Ramadan, and the start time of one or two of them advanced.
- ◆ The Olympic Development Committee appears on the schedule, but without meeting dates. It is suggested that they be organised on an ad hoc basis and it be noted that the Olympic Delivery Agency is expected to assume the relevant development control powers in the foreseeable future.

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**

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

Brief description of "background paper"

**None.**

Name and telephone number of holder and address where open to inspection

- LAP and Council meetings should be arranged so as to avoid clashes.
- HR, Appointments, and King Georges Fields Charity Board will be convened on an ad hoc basis.
- ◆ As last year, once the Council agrees the attached schedule of meeting for 2006/07, the dates can only be changed with the agreement of the Chief Executive and the Leader. This is to ensure that the public, Members and officers are not unduly inconvenienced with unforeseen changes.
- ◆ Member Learning and Development sessions for training which is required before Members can sit on certain committees has been arranged for Wednesday 31<sup>st</sup> May and Monday 5<sup>th</sup> June (both Planning), Wednesday 7<sup>th</sup> June (Licensing), Thursday 8<sup>th</sup> June (Appeals), and Monday 26<sup>th</sup> June (Appointments/recruitment).

#### 4. **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

4.1 There are no specific financial comments arising out of this report.

#### 5. **CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)**

5.1 There are no immediate legal implications arising out of this report.

#### 6. **EQUAL OPPORTUNITY IMPLICATIONS**

6.1 Whilst drawing up this schedule of meetings, consideration has been taken in avoiding School holiday dates and known dates of religious holidays and other important dates.

#### 7. **ANTI-POVERTY IMPLICATIONS**

7.1 There are no anti-poverty implications arising from the proposals in this report.

#### 8. **RISK MANAGEMENT IMPLICATIONS**

8.1 The Council needs to have in place a programme of meetings to ensure effective and efficient decision-making arrangements.

#### 9. **SUSTAINABLE ACTIONS FOR A GREENER ENVIRONMENT**

9.1 There are no SAGE implications arising from this report.

### **APPENDICES**

Appendix 1 - Draft Schedule of Dates for Principal Meetings In the Municipal Year 2006/2007

**DRAFT CALENDAR OF MEETINGS FOR THE 2006/07 MUNICIPAL YEAR**

	USUAL MEETING DAY	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
COUNCIL	WEDNESDAY	24*	21			13			13		28^			16*
CABINET	WEDNESDAY 5.30 pm		7	5	2	6	4	8	6	10	7	7	4	2
OVERVIEW & SCRUTINY COMMITTEE	TUESDAY		6	4	1	5	3	7	5	9	6	6	3	1
HEALTH SCRUTINY PANEL	TUESDAY		27			26			19			20		
STRATEGIC DEVELOPMENT COMMITTEE	THURSDAY		22			14		16		18		15		10
DEVELOPMENT COMMITTEE	(3 week cycle) WEDNESDAY 7.30 pm		7, 28	12	2, 23	6, 27	18	8, 29	20	10, 31	21	7, 28	18	2
LICENSING SUB COMMITTEE	THURSDAY		15, 29	13, 27	17	7, 21	12, 26	9, 23	7	11,25	8, 22	8, 22	12, 26	
LICENSING COMMITTEE	TUESDAY		13			12			12			13		
STANDARDS COMMITTEE	TUESDAY			18			17			16			17	
GRANTS PANEL	THURSDAY		15				19		12, 20			1		
APPEALS COMMITTEE	MONDAY		12	3, 17, 31		4, 18	2, 16, 30	20	4	22	5, 19	5, 19	2, 16	
GENERAL PURPOSES COMMITTEE	WEDNESDAY		14					15			14			
PENSION AND ACCOUNTS COMMITTEE	THURSDAY		29						14			29		

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**DRAFT CALENDAR OF MEETINGS FOR THE 2006/07 MUNICIPAL YEAR**

	USUAL MEETING DAY	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
INVESTMENT PANEL	TUESDAY 9.45 or 10.45 am		6			5			5					
AUDIT PANEL	WEDNESDAY 6.30 pm			19		20				24		21		

\* ANNUAL MEETING

^ BUDGET & COUNCIL TAX SETTING MEETING – to be set by 6<sup>th</sup> March 2007. Date may need to be changed to allow receipt of GLA precept information.

(19) Audit Panel dates subject to confirmation with the Audit Commission requirements

Start of Ramadan provisionally 23<sup>rd</sup> September 2006 – End of Ramadan 24<sup>th</sup> October 2006 (depends on the sighting of the moon)

Good Friday 6<sup>th</sup> April 2007



## LONDON BOROUGH OF TOWER HAMLETS

### REPORT OF GENERAL PURPOSES COMMITTEE (8.6)

15<sup>TH</sup> FEBRUARY, 2006

To receive the report of the General Purposes Committee arising from its meeting held on Wednesday 15<sup>th</sup> February, 2006.

The Members who attended our meeting were:-

Councillor Ashton McGregor (Chair)  
Councillor Rofique Uddin Ahmed  
Councillor James Sanderson  
Councillor Marian Williams

#### \* 1. REVIEW OF POLLING PLACES

We considered a report from the Interim Head of Electoral Services relating to a review of Polling Places in Shadwell, Bow East and Whitechapel Wards.

We were informed that Section 18(2) of the Representation of the People's Act imposes a duty on Local Authorities to divide the borough area into polling districts for the purposes of conducting elections. The Council must exercise the powers conferred by this section of the Act with a view to giving all electors within their area such reasonable facilities for voting as are practicable in the circumstances and, in particular, they shall so far as is reasonable and practicable, designate as polling only places which are accessible to electors who are disabled.

Following consideration of the comments of Presiding Officers and the seeking of views of Ward Members, three polling stations out of the 64 used last year were identified as requiring change or modification:-

- (i) Bow East (BE1) - two compartment portacabins with disabled access to be provided.
- (ii) Shadwell (SH4) - Olgilvie Community Club considered not to be satisfactory, accordingly portacabins with disabled access to be provided in the grounds of the Royal Foundation of St. Katherine's, Butcher Row, London E14.

- (iii) Whitechapel (WH3) - Stepney Library now closed – but would be used if appropriately cleaned and if necessary portacabins to be provided.

We were also informed that there was provision in the Electoral Administration Bill that was currently being debated in Parliament for Local Authorities to establish a framework to review polling places regularly to ensure that they provide proper access and facilities to people voting in person. We agreed that a further review should be undertaken after the Borough Elections in May 2006 and that this review should not just consider the suitability of polling places and their suitability for access but also the electoral numbers in many of the polling districts. We noted that the electorate numbers in May, if the Borough's polling districts had increased significantly since the new wards were established in 2002. All stakeholders would be consulted prior to a report being submitted to this Committee for consideration and then to Council for approval.

**We therefore recommend Council to:-**

That two compartment portacabins be provided in polling district BE1, Bow East Ward, that a portacabin be provided in the grounds of the Royal Foundation of St. Katherines in polling district SH4, Shadwell Ward in place of the Olgilvie Community Club Site and Stepney Library polling district WH3, Whitechapel Ward continue to be used if appropriate, but if necessary a portacabin to be located in the library car park.

**Councillor Ashton McGregor  
Chair, General Purposes  
Committee**

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**LOCAL GOVERNMENT ACT, 2000 (SECTION 97)**  
**LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS**  
**REPORT**

<b>Brief description of "background paper" number of holder</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone</b>
Agenda General Purposes Committee – 15/02/06		Tim Hogan 020 7364 4850

## AGENDA ITEM 11.1

### LONDON BOROUGH OF TOWER HAMLETS

#### COUNCIL MEETING

WEDNESDAY 1<sup>st</sup> MARCH 2006

#### REVIEW OF THE CONSTITUTION

#### REPORT OF THE ASSISTANT CHIEF EXECUTIVE AND ASSISTANT CHIEF EXECUTIVE (LEGAL)

### 1. BACKGROUND

- 1.1 At its meeting in May, 2004, the Council approved a revised constitution, which was based more closely on the Government's model constitution for local authorities. This version was again updated in April 2005.
- 1.2 During the past municipal year, officers have continued to examine best practice elsewhere and are now proposing a number of further changes. In addition, the opportunity is being taken to make some textual corrections that were not picked up previously and also to clarify some aspects of the constitution in order to achieve consistency throughout the document. These proposals have been considered by members of the Constitution Working Party.

### 2. PROPOSALS

- 2.1 The proposed amendments to the Constitution can be divided into three sections:

**Minor textual amendments:** some spelling and grammar errors and amendments to reflect current terminology.

**Clarifications:** these amendments are proposed in order to give the Constitution greater clarity and consistency.

#### **Changes generated by new regulations**

**Improvements:** These are minor changes to address points raised by Members and officers during the year.

A schedule of changes is set out in Appendix 1.

3. **Recommendations**

The Council is invited to determine the following matters:-

- 3.1 the proposed revisions to the Constitution set out in Appendix 1;

4. **Comments of the Chief Finance Officer**

- 4.1 This report proposes amendments to the Constitution as detailed in the appendix to this report. No additional costs are anticipated as a result of the proposed changes.

5. **Comments of the Chief Legal Officer**

- 5.1 Legal comments have been incorporated within the body of the report.

## CHANGES TO BE MADE TO THE CONSTITUTION

SECTION	AMENDMENT	RATIONALE
Article 4 Paragraph 4.0.1	<u>Budget and Policy Framework</u>  To amend this section to include only those plans that are <i>required</i> to go to full Council.	To avoid overloading Council meetings and meet new legislation
Article 9 Paragraph 9.04	Standards Committee - the Independent Chair is entitled to address Council on Standards reports.	To meet appropriate practice
Article 12 Paragraph 12.01 (b)	Changes to Chief Officer List to reflect the new legislation and the split of services between Children's and Adults Services.	
Article 13 Paragraph 13.03(iii)	Added wording to Key Decisions to clarify actual practice.	Clarification
Article 15 Paragraph 15.02 (a)	Added wording to deal with non material changes to the constitution	
Part 3 Responsibility for functions	<u>Casual/Vacancies on Committees</u>  a) Paragraph 3.1.1.1 – Functions – item 27 name change. b) Power to appoint Appointment Sub Committee from time to time as needed item 37 (3.3.1 also). c) Paragraph 3.1.3 item 2, 3, 4 legislative changes. d) Paragraph 3.2.3 to clarify responsibility under the New Civil Emergencies Act. e) To amend the terms of reference of the General Purposes Committee to include responsibility for filling Councillor positions (casual vacancies) on Committees where proportionality is not affected and to make consequential amendments to Council procedure rules (paragraph 3.3.7). To make non material changes to the constitution on the recommendation of the monitoring officer.	To enable swift filling of casual vacancies on committees
Part 3 Responsibility for functions Paragraph 3.3.8	<u>Licensing Committee – Terms of Reference</u>  To consider changes to the terms of reference of the Licensing Committee to reflect the transfer of certain functions from	New responsibilities

<b>SECTION</b>	<b>AMENDMENT</b>	<b>RATIONALE</b>
	the Licensing Justices to local authorities and to consider the Council's statement of licensing policy.	
Part 3 Responsibility for functions Paragraph 3.3.9	<u>Human Resources Policies</u>  a) To amend the terms of reference of Human Resources Committee to clarify responsibility for approving major HR policies. b) To establish an Appointments Sub Committee to appoint the Head of Paid Services from time to time. c) To determine criteria for the appointment of Chief Officers and Deputies.	To clarify responsibility
Part 3 Responsibility for function Paragraph 3.3.9	<u>HR Committee</u>  To put arrangements in place which obviate the need an Appointments Committee to meet every time a Panel is established	Members are concerned at level of bureaucracy generated
Part 3 Responsibility for functions Paragraph 3.3.11	<u>Appeals Committee</u>  To consider appeals from the HR Committee on disciplinary matters.	
Part 3 Responsibility for functions Paragraph 3.3.13	<u>Children and Adult Social Services Complaints</u>	
Part 3 Responsibility for functions Paragraph 3.3.14	<u>Fostering Panel</u>  Added words to hear appeals.	
Part 3 Responsibility for functions Paragraph 3.3.15	<u>Permanent Placement Panel</u>  Reference to the new Acts	
Part 3 Responsibility for functions Paragraph 3.3.18	<u>New – Local Safeguarding Children Board</u>  This is required under the Children Act 2004	

<b>SECTION</b>	<b><u>AMENDMENT</u></b>	<b>RATIONALE</b>
Part 3 Responsibility for functions Paragraph 3.3.21	<u>Schools Forum</u>  <b>Changes from 1 August 2006</b>  To give Schools Forum decision-making powers in relation to funding and revise membership in line with new requirements	Clarify Constitution
Part 3 Responsibility for functions Paragraph 3.4.2	<u>Grants Panel</u>  Small change in wording to terms of reference required for clarification	Clarification
Part 3 Responsibility for functions	<u>Scheme of management</u>  a) Paragraph 3.5 'Director' to Chief Officer to reflect different post holders b) Paragraph 3.6 to include this newly drafted document which gives more detail on general delegation to officers to follow best practice for open government	Clarification  Best practice
Part 3 Responsibility for functions Paragraph 3.10.3	<u>Urgent Action</u>  Proper officer responsible for decision-making in an emergency in line with Part 4 (see below).	Required for emergency powers
Part 4 Council Procedure Rules	<u>Public Questions, Members Questions, Motions, Petitions and Deputations</u>  <b><u>Part 4.1</u></b>  a) To extend the common criteria for public questions to all the above (procedure rule 11.9) b) To make the criteria for questions for members the same as for the public (12.4) and (12.5) c) Applying the rules to supplementary questions d) To require that motions have a proposer and a seconder before being placed on the Council agenda(13.1) e) To give a maximum slot for all motions of total 30 minutes(13.2) f) Scope for motions to be same as for questions etc (13.3) g) Amendments not to contravene the rules for motions (14.1)	To make the rules clearer, fairer and more consistent.        To simplify the process for petitions and deputations   To clarify whether petitions and deputations can be made to Cabinet in

<b>SECTION</b>	<b><u>AMENDMENT</u></b>	<b>RATIONALE</b>
	h) Changes to petitions as above (rules 19.3, 19.4, 19.5) i) Changes to deputations as above (rules 20.2, 20.5, 20.6, 20.7)	the absence of a relevant item on the agenda.  To clarify whether the Lead Member can speak to 'answer' the petition/deputation
Part 4	<u>Standards Committee Reports</u> Rule 21.1 Chair to address Council on Standard reports	
Part 4 Access to Information Procedure Rules	Changes to reflect changes to exemption categories and introduction of public interest test in line with Freedom of Information. (Rule 11.2, 11.5, 11.6 and rules 25.1, 25.2, 25.3, 25.4, 25.5)	The regulations have changed very recently.
Part 4 Budget and policy framework procedure rules 4.3	To review these procedure rules in the light of best practice elsewhere (Paragraph 2.1)	To make the process less cumbersome
Part 4 Paragraph 4	<u>Urgent Decisions</u>	
Part 4 Paragraph 4.4	Executive Procedure Rules (1.6 meetings of Cabinet, 2.5 items on the agenda)	
Part 4 Overview and Scrutiny Paragraph 4.5	Only very minor tidying up references (Paragraphs 1.5, 9.2, 11.2, 12.1, 16.7)	Reflect current practice and regulations
Part 4 Rule 4.8	Appointment of Chief Officers panel to be set up as needed.	Change requested by Appointments Panel
Part 5 Rule 5.2 Planning Code of Conduct	<u>Planning Code of Conduct for Members</u>  Paragraph 4 to make it clear that all Members present at Committee meetings should declare any interests that they have, including non-members of the particular Committee – reflecting current practice.	Arising from case law
Part 5 Rule 5.3 Licensing Code of Conduct	<u>Licensing Code of Conduct</u>  Paragraph 6 Addition proposed reflecting record keeping requirements	Arising from case law



<b>SECTION</b>	<b><u>AMENDMENT</u></b>	<b>RATIONALE</b>
Section 5.4 Member/ Officer Protocol	<u>Member/Officer Protocol</u>  Paragraph 6, 9 and 11 appendix. Clarification of member and officer roles based on current best practice and new legislation.  Clarification on issues of political groups, access to information and recruitment, appointment and other staffing matters	Revisions to the protocol are required
Part 6 Members' Allowances Scheme	<u>Members' Allowances</u>  Paragraphs 1, 2, 5, 9, 11, 32 and schedule. New Members' Allowances Scheme from April 2006 required to be made before each financial year.	Statutory requirement

Note: There will be a need for further revisions of the Member and Officer Protocol to implement new model code guidance anticipated to be published in the early summer.

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**LONDON BOROUGH OF TOWER HAMLETS**  
**CONSTITUTION**

# **Part 1 - Summary and Explanation**

## **1.1 The Council's Constitution**

Tower Hamlets Council has agreed this Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to determine.

The Constitution contains 16 Articles in Part 2 which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate rules and protocols at the end of this document.

## **1.2 What's in the Constitution?**

In Part 2, Article 1 commits the Council to ensuring that:

Clear leadership is provided to the community in partnership with citizens, businesses and other organisations;  
Citizens are actively involved in decision making;  
Citizens are effectively represented by their Councillors;  
The delivery of services to the community is improved;  
Decisions are taken efficiently and effectively;  
Decision-makers are clearly identifiable, that they explain the reasons for their decisions and can be held to public account.

Articles 2-16 explain the rights of citizens and how the key parts of the Council operate. These are:

- Members of the Council (Article 2)
- Citizens and the Council (Article 3)
- The Council Meeting (Article 4)
- Chairing the Council (Article 5)
- Overview and Scrutiny (Article 6)
- The Executive (Article 7)
- Regulatory and other Committees (Article 8)
- The Standards Committee (Article 9)
- Local Area Partnerships (Article 10)
- Joint Arrangements (Article 11)
- Officers (Article 12)

- Decision-Making (Article 13)
- Finance, Contracts and Legal Matters (Article 14)
- Review and Revision of the Constitution (Article 15)
- Suspension, Interpretation and Publication of the Constitution (Article 16)

### **1.3 How the Council Operates**

The Council is composed of 51 Councillors – three representing each of 17 Wards, elected every four years. Councillors are democratically accountable to residents of their Ward. The overriding duty of Councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them.

Councillors have to agree to follow a Code of Conduct to ensure high standards in the way they undertake their duties. The Council’s Standards Committee is responsible for advising Councillors on the Code of Conduct and ensuring that they receive training on the requirements of the Code, which they are required to observe in carrying out their duties and responsibilities as Councillors.

All Councillors meet together as the full Council. Meetings of the Council are normally open to the public. Here Councillors decide the Council’s overall policies and set the budget each year. The Council appoints a Leader of the Council and a Cabinet, an Overview and Scrutiny Committee, Regulatory Committees, a Standards Committee, and other statutory, advisory and consultative bodies.

### **1.4 How Decisions are Made**

The Executive is the part of the Council’s structure which is responsible for most day to day decisions. The Executive is made up of the Leader and 9 other Members of the Council (“the Cabinet”). When the Leader and other Lead Members meet together, this is known as a meeting of the Cabinet. When major decisions are to be discussed or made, these are published in the forward plan, in so far as they can be anticipated. If these major decisions are to be discussed with Council officers at a meeting of the Cabinet, this will generally be open for the public to attend, except where personal or confidential matters are being discussed. The Cabinet has to make decisions that are in line with the Council’s overall policies and budget. If it wishes to make a decision that is outside the budget or policy framework, this must be referred to the full Council as a whole to decide.

## **1.5 Overview and Scrutiny**

There is an Overview and Scrutiny Committee which may appoint Scrutiny Panels from time to time to carry out individual reviews. The Committee supports the work of the Executive and the Council as a whole. They allow citizens to have a greater say in council matters by holding investigations in public into matters of local concern. These lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. The Overview and Scrutiny Committee has a strategic and co-ordinating role over the scrutiny function and also monitors the decisions of the Leader and Cabinet. The Committee may advise the Cabinet of key issues/questions that should be considered in relation to reports due to be considered by the Cabinet. It can also 'call-in' a decision that has been made by the Leader or Cabinet but not yet implemented. This enables the Committee to consider whether the decision is appropriate. It may recommend that the decision be reconsidered.

## **1.6 The Council's Staff**

The Council has people working for it (called 'officers') to give advice, implement decisions and manage the day-to-day delivery of its services. Some officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely. All employees are subject to a Code of Conduct and a Protocol governs the relationships between Members and officers of the Council.

## **1.7 Citizens' Rights**

Citizens have a number of rights in their dealings with the Council. These are explained further in Article 3. Some of these are legal rights, whilst others depend on the Council's own processes.

Where members of the public use specific Council services, for example as a parent of a school pupil or as an occupier of Council land or premises, they have additional rights. These are not covered in this Constitution.

Citizens have various general rights, such as to:

- vote at local elections if they are eligible and registered;
- contact their local Councillor about any matters of concern to them;
- obtain a copy of the Constitution;

- attend formal meetings of the Council, the Cabinet and Committees/Panels except where, for example, personal or confidential matters are being discussed;
- petition to request a referendum on a mayoral form of Executive;
- present petitions or deputations which may be permitted to address the Council, the Cabinet, Scrutiny or Regulatory Committees, participate in the Council's question time and contribute to investigations by the Scrutiny Panels;
- speak in favour or against applications for planning consent or the granting of licenses by the Development or Licensing Committees;
- find out, from the Forward Plan, what major decisions are to be discussed by the Cabinet or decided by the Cabinet or officers, and when;
- attend meetings of the Cabinet where key decisions are being discussed or decided;
- see unrestricted reports and associated background papers and any published record of decisions made by the Council, the Leader/Cabinet or Cabinet Member;
- participate in the Tower Hamlets Partnership and consultative mechanisms or service user groups, if selected or appointed to do so;
- complain to the Council about Council services, action or inaction which concern them, for the matter to be investigated under the Council's complaints processes;
- complain to the Local Government Ombudsman if they think the Council has not followed its procedures properly. However, they should only do this after using the Council's own complaints processes.
- complain to the Standards Board for England if they have evidence which they think shows that a Councillor has not followed the Council's Code of Conduct for Members; and
- examine the Council's accounts when open for inspection and make their views known to the external auditor.

The Council welcomes participation by its citizens in its work. Details of the rights of citizens to inspect agendas and reports and attend meetings are available at the Town Hall, together with copies of any documents available for inspection or on the Councils website [www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)



# **Part 2 – Articles of the Constitution**

## **Article 1 - The Constitution**

### **1.01 Powers of the Council**

The Council will exercise all its powers and duties in accordance with the law and this Constitution.

### **1.02 The Constitution**

This Constitution, and any appendices, is the Constitution of the London Borough of Tower Hamlets.

### **1.03 Purpose of the Constitution**

The purpose of the Constitution is to:

1. enable the Council to provide clear and accountable leadership to the community in partnership with citizens, businesses and other organisations;
2. provide a means of improving the delivery of services to the community;
3. support the active involvement of citizens, businesses and other organisations in the process of local authority decision-making;
4. help Councillors represent their constituents more effectively;
5. enable decisions to be taken efficiently and effectively;
6. create a powerful and effective means of holding decision-makers to public account;
7. ensure that no one will review or scrutinise a decision in which they were directly involved;
8. ensure that those responsible for decision-making are clearly identifiable to local people and that they explain the reasons for decisions;
9. maintain the highest standards of conduct of Members and officers of the authority; and

10. provide a comprehensive document explaining how the Council operates, who is responsible for taking decisions and how they will be taken.

#### **1.04 Interpretation and Review of the Constitution**

The Council will monitor and evaluate the operation of the Constitution as set out in Article 15.

## **Article 2 - Members of the Council**

### **2.01 Composition and Eligibility**

**Composition.** The Council will comprise 51 Members (otherwise called "Councillors"). Members will be elected by the voters of each ward in accordance with a scheme drawn up by the Electoral Commission.

**Eligibility.** Only registered voters of the borough or those living or working here will be eligible to hold the office of Councillor.

### **2.02 Election and Terms of Councillors**

The regular election of Councillors will be held on the first Thursday in May every four years. The term of office of Councillors will be four years and will start on the fourth day after being elected and will finish on the fourth day after the date of the next regular election.

### **2.03 Roles and Functions of all Councillors**

a) All Councillors will:

- (i) collectively be the ultimate policy-makers and carry out a number of strategic and corporate management functions;
- (ii) represent their communities and bring their views into the Council's decision-making process, i.e. become the advocate of and for their communities;
- (iii) effectively represent the interests of their ward and of individual constituents:
- (iv) respond to constituents' enquiries and representations, fairly and impartially;
- (v) participate in the governance and management of the Council;
- (vi) be available to represent the Council on other bodies;
- (vii) maintain the highest standards of conduct and ethics.

## b) Rights and Duties

- (i) Councillors will have such rights of access to such documents, information, land and buildings of the Council as are necessary for the proper discharge of their functions and in accordance with the law
- (ii) Councillors will not make public information which is confidential or exempt without the consent of the Council or divulge information given in confidence to anyone other than a Councillor or officer entitled to know it.
- (iii) For these purposes "confidential" and "exempt" are defined in the Access to Information Procedure Rules in Part 4 of the Constitution.

### **2.04 Cessation of Membership**

A Councillor will cease to be a Member if they resign by giving notice in writing, or if they fail to observe the requirement to attend Council meetings as prescribed by section 85 of the Local Government Act 1972 or if they are disqualified from holding office by virtue of section 80 of the Local Government Act 1972 or any other statutory provision.

With regard to the requirement to attend meetings, a Member must attend at least one relevant meeting during a period of six months to remain qualified to hold office. A relevant meeting includes the full Council, the Cabinet, any Committee, Sub Committee, joint Committee or external body to which the Member has been formally appointed, or a meeting of the Member's relevant Local Area Partnership (LAP) Steering Group, whether or not the Member concerned has been appointed to their relevant Steering Group.

If a Member believes that there is an exceptional and unavoidable reason why s/he is unable to attend a relevant meeting during a period of six months or to otherwise perform their proper duties as a Councillor for part or all of the same period, the Member concerned may seek a dispensation from the Council by writing to the Chief Executive explaining the reason for their unavoidable absence and the period to which the absence will relate. This will be reported to the Council at its next ordinary meeting. The Council will decide whether or not to grant such an exemption to the

attendance requirement and will only do so in exceptional circumstances and with evidence that the absence is unavoidable. An exemption cannot be granted if a particular Member's absence has already exceeded six months.

### **2.05 Conduct**

Councillors will at all times observe the Code of Conduct for Members, Member/Officer Protocol, the Licensing and Planning Codes of Conduct and other Codes and Protocols set out in Part 5 of this Constitution or otherwise agreed by the Council from time to time.

### **2.06 Allowances**

Councillors will be entitled to receive allowances in accordance with the Members' Allowances Scheme as set out in Part 6 of this Constitution.

## **Article 3 - Citizens and the Council**

### **3.01 Citizens' Rights**

Citizens have various rights as set out below. Their rights to information and to participate are explained in more detail in the Access to Information Procedure Rules in Part 4 of this Constitution.

**Voting and Petitions.** Citizens on the electoral register have the right, (i) to vote at elections, (ii) to sign a petition to request a referendum for an elected mayor form of constitution. All citizens (that is people living and working in the borough) have the right to present personally or to request a Councillor to present a petition on their behalf or as part of a deputation to address the Council, the Cabinet, Scrutiny, Regulatory or other Committees/Sub Committees or Panels.

**Information.** All citizens have the right to:

- (i) attend formal meetings of the Council and its Committees except where confidential or exempt information is likely to be disclosed, and the meeting is therefore held in private;
- (ii) attend meetings of the Cabinet where key decisions are being considered;
- (iii) find out from the forward plan what key decisions will be taken by the Cabinet or appropriate Member and when;
- (iv) see reports and background papers and any records of decisions made by the Council and the Cabinet or appropriate Member;
- (v) speak at Development or Licensing Committees in favour or against planning or licensing applications, subject to the detailed provisions laid down in procedures adopted by those bodies; and
- (vi) inspect the Council's accounts when available for examination and make their views known to the external auditor.

**Participation.** All citizens have the right to participate in the Council's question time and contribute to investigations by Scrutiny Panels. The process for public participation is set out in the Council Procedure Rules and the Overview and Scrutiny Procedure Rules contained in Part 4 of the Constitution at sections 4.1 and 4.5.

**Complaints.** All citizens have the right to complain to:

- (i) the authority itself under its complaints scheme or any other applicable statutory complaints scheme;
- (ii) the Local Government Ombudsman after using the Council's own complaints scheme; and
- (iii) the Standards Board for England about a breach of the Code of Conduct for Members.

### **3.02 Citizens' Responsibilities**

Citizens must not be violent, abusive or threatening to Councillors or officers and must not wilfully damage things owned by the Council, Councillors or officers.

When attending meetings of the Council, Committees or the Cabinet, citizens must not behave improperly, offensively or interrupt the business of the meeting as such action will result in their being removed and excluded from the meeting.

## Article 4 - The Full Council

### 4.01 Meanings

- (a) **Policy Framework.** The policy framework means the following plans and strategies required by statute to be approved by the Council:

Best Value Performance Plan	Section 6 LGA 1999
Community Care Plan	Section 46 National Health Service & Community Care Act 1990
Community Plan	Section 4 LGO 2000
Crime and Disorder Reduction Strategy	Sections 5 & 6 Crime & Disorder Act 1998
Youth Justice Plan	Section 40 Crime & Disorder Act 1998
Children and Young People's Plan	Section 17 Children Act 2004
Local Development Scheme	Section 15 Planning & Compulsory Purchase Act 2004
Local Transport Plan	Section 108 Transport Act 2000
Licensing Policy	Section 5 Licensing Act 2003



The Plan or Strategy for the control of the Authority's borrowing, investments or capital expenditure (Prudential Borrowing Plan)	Section 3 LGA 2003
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- (b) **Budget.** The budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the council tax base, setting the council tax and decisions relating to the control of the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits.
- (c) **Housing Land Transfer.** Housing Land Transfer means the approval or adoption of applications or a programme of applications (whether in draft form or not) to the Secretary of State for approval of a programme of disposal of 500 or more properties to a person under the Leasehold Reform, Housing and Urban Development Act 1993 or to dispose of land used for residential purposes where approval is required under sections 32 or 43 of the Housing Act 1985.

#### 4.02 Functions of the Full Council

Only the full Council will exercise the following functions:

- (a) adopting and changing the Constitution;
- (b) approving or adopting the policy framework and the budget or any application to the Secretary of State in respect of any housing land transfer;
- (c) subject to the urgency procedure contained in the Access to Information Procedure Rules in Part 4 of this Constitution, making decisions about any matter in the discharge of an executive function which is covered by the policy framework or the budget where the decision-maker is minded to make it in a manner which would be contrary to the policy framework or contrary to or not wholly in accordance with the budget;
- (d) appointing the Leader, Deputy Leader and other members of the Cabinet (Lead Members);

- (e) agreeing and/or amending the terms of reference for Committees/Panels, deciding on their composition and making appointments to them;
- (f) appointing representatives to external bodies unless the function has been delegated by the Council;
- (g) adopting an allowances scheme for Councillors;
- (h) changing the name of the area, conferring the title of honorary alderman or conferring the freedom of the borough;
- (i) confirming the appointment of the Head of the Paid Service;
- (j) making, amending, revoking, re-enacting or adopting bylaws and promoting or opposing the making of local legislation or personal Bills;
- (k) adoption and amendment of the authority's Code of Conduct for Members and other Codes and Protocols comprising the ethical framework;
- (l) arranging for the discharge of any other functions of the authority which are not executive functions;
- (m) subject to any matters delegated to Committees/Panels or officers, determining all local choice functions set out in Part 3 of this Constitution which the Council decides should be undertaken by itself rather than the Executive; and
- (n) accepting the delegation of a power or function from another local authority; and
- (o) all other matters which, by law, must be reserved to Council.

#### **4.03 Council Meetings**

There are three types of Council meeting:

- (a) the annual meeting;

- (b) ordinary meetings; and
- (c) extra-ordinary meetings

and they will be conducted in accordance with the Council Procedure Rules in Part 4 of this Constitution.

#### **4.04 Responsibility for Functions**

The Council will maintain the tables in Part 3.1 of this Constitution setting out the responsibilities for the Council's functions which are not the responsibility of the Executive.

## **Article 5 - Chairing the Council**

### **5.01 The Role and Function of the Mayor**

The Mayor will be the first citizen of the borough and will perform the majority of civic and ceremonial duties for the borough. The Leader will perform those functions as the Council's representative where they relate to the promotion of, or business of, the Council.

#### **The Mayor may not be a Member of the Executive.**

The Mayor will be elected by the Council annually and will have the following roles and functions:

1. to uphold and promote the purposes of the Constitution and having sought appropriate officer advice, to interpret the Constitution when necessary;
2. to preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community;
3. to ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Councillors who are not on the Cabinet can hold Lead Members to account in public;
4. to promote public involvement in the Council's activities;
5. to be the conscience of the Council; and
6. to attend such civic and ceremonial functions as the Council and s/he determines appropriate.

**The Deputy Mayor will deputise for the Mayor whenever the Mayor is unavailable or unable to act.**

## **Article 6 - Overview and Scrutiny Committee and Scrutiny Panels**

### **6.01 Terms of Reference**

The Council will appoint an Overview and Scrutiny Committee to discharge the functions conferred by section 21 of the Local Government Act 2000 or regulations made under section 32 of that Act.

The Committee will appoint a standing Sub-Committee to discharge the Council's functions under the Health and Social Care Act 2001 to be known as the Health Scrutiny Panel; it will also appoint such other Sub-Committees Scrutiny Panels as the Committee considers appropriate from time to time to carry out individual reviews under the Overview and Scrutiny work programme.

### **6.02 General Role**

Within its terms of reference, the Overview and Scrutiny Committee shall:

- (i) Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions.
- (ii) Advise the Cabinet of key issues/questions arising in relation to reports due to be considered by Cabinet.
- (iii) Make reports and/or recommendations to the full Council and/or the Executive in connection with the discharge of any functions.
- (iv) Consider any matter affecting the area or its inhabitants.
- (v) Exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Executive.
- (vi) Refer any report it receives with implications for ethical standards to the Standards Committee for its consideration.

### **6.03 Specific Functions**

- (a) **Policy Development and Review.** The Overview and Scrutiny Committee:

- (i) Assist the Council and the Executive in the development of its budget and policy framework by in depth analysis of policy issues.
  - (ii) Conduct research, consultation with the community and other consultation in the analysis of policy issues and possible options.
  - (iii) Consider and implement mechanisms to encourage and enhance community participation in the development of policy options.
  - (iv) Question members of the Executive and/or Committees and chief officers about their views on issues and proposals affecting the area.
  - (v) Liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.
- (b) **Scrutiny.** The Overview and Scrutiny Committee and the Scrutiny Panels may:
- (i) Review and scrutinise decisions made by and performance of the Executive and/or Committees and Council officers both in relation to individual decisions and over time.
  - (ii) Review and scrutinise the performance of the Council in relation to its policy objectives and performance targets and/or particular service areas.
  - (iii) Question members of the Executive and or Committees and chief officers about their decisions and performance whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects.
  - (iv) Make recommendations to the Executive and/or appropriate Committees and/or Council arising from the outcome of the scrutiny process.
  - (v) Review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the relevant scrutiny body and local people about their activities and performance.

- (vi) Question and gather evidence from any person.
- (c) **Finance.** The Overview and Scrutiny Committee may exercise overall responsibility for the finances made available to it.
- (d) **Annual Report.** The Overview and Scrutiny Committee must report annually to full Council on its work.

#### **6.04 Allocation of Responsibilities**

The Overview and Scrutiny Committee will have a strategic and co-ordinating role over the Council's scrutiny function and also consider executive decisions 'called-in' as detailed in Part 4 of this constitution.

The Overview and Scrutiny Committee will select from among its Councillor Members six Lead Scrutiny Members, one for each of the following themes:

- Living safely
- Living well
- Creating and sharing prosperity
- Learning, achievement and leisure
- Excellent public services
- Health

The Health Scrutiny Panel shall have responsibility for scrutiny of the local health service, in accordance with the provisions of the Health and Social Care Act 2000. This will be a standing Sub-Committee and will meet at least four times a year.

It shall:

- a) review and scrutinise matters relating to the health service within the Council's area and make reports and recommendations in accordance with any regulations made thereunder;
- b) respond to consultation exercises undertaken by an NHS body; and
- c) question appropriate officers of local NHS bodies in relation to the policies adopted and the provision of services.

Other Scrutiny Panels may be established by the Overview and Scrutiny Committee in line with its work programme and will consider specific reviews, their terms of reference to be set by the Committee.

## **6.05 Reports**

The Overview and Scrutiny Committee will report to full Council, Cabinet or the appropriate Cabinet member and make recommendations, as appropriate. All reports and/or recommendations of Scrutiny Panels shall first be considered by the Overview and Scrutiny Committee before being reported to full Council, Cabinet or the appropriate Cabinet member, as appropriate.

## **6.06 Proceedings of Scrutiny Panels**

The Overview and Scrutiny Committee and its Scrutiny Panels will generally meet in public and conduct their proceedings in accordance with the Procedure Rules in Part 4 of this Constitution.



## **Article 7 - The Executive**

### **7.01 The Role of the Executive**

The Executive will carry out all the local authority's functions which are not the responsibility of any other part of the Council, whether by law or under this Constitution.

### **7.02 Form and Composition**

The Executive will consist of the Leader and 9 other Councillors (Lead Member - one of whom will be the Deputy Leader) called "the Cabinet" appointed by the Council. When the Leader and Lead Members meet together this is known as a meeting of the Cabinet.

### **7.03 Leader and Deputy Leader**

The Leader and Deputy Leader will be Councillors appointed annually to those positions. The Leader and Deputy Leader will hold office until:

- (a) the next Annual Meeting of the Council, save that the Council may by resolution remove the Leader or Deputy Leader at an earlier date, particularly in the event of a change of political control of the Council;
- (b) s/he resigns from the office;
- (c) s/he is suspended from being a Councillor under Part III of the Local Government Act 2000 (although s/he may resume office at the end of the period of suspension);
- (d) s/he is no longer a Councillor; or
- (e) s/he ceases to be Leader or Deputy Leader upon the election of a replacement Leader or Deputy Leader, upon a motion signed by at least 25% of Councillors and delivered to the Chief Executive at least 10 days prior to the meeting at which the motion is to be considered.

If, for any reason, the Leader is unable to act, or the office is vacant, the Deputy Leader will act in her/his place.

### **7.04 Other Executive Members**

These Councillors are called Lead Members and will each be allocated a portfolio of responsibility for Council business relating to

their role as an Executive Member (see 7.05 below).

Executive Members shall hold office until:

- (a) the next Annual Council meeting, save that the Council may by resolution at any meeting, subject to the procedure set out in paragraph 7.03 (e) applying, remove and replace the Cabinet or individual lead Members particularly if there is a change of political control of the Council;
- (b) they resign from office;
- (c) they are suspended from being Councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
- (d) they are no longer Councillors.

One Cabinet Member will be appointed by the Council as Deputy Leader who will be able to act in the absence or inability of the Leader to act and will have collective and individual responsibilities in the same way as other Cabinet members.

## **7.05 Cabinet Responsibilities**

### **The Executive will have the following Portfolios**

Leader – overall strategy, policy co-ordination and direction

Deputy Leader – assistance with overall strategy, policy co-ordination and direction together with specific portfolios as allocated.

Lead Member, Education and Youth

Lead Member, Environment

Lead Member, Equalities and Social Inclusion

Lead Member, Resources

Lead Member, Housing

Lead Member, Culture

Lead Member, Regeneration and Community Partnerships

Lead Member, Social Services and Health

The above portfolios may be subject to change from time to time in which case this Constitution will be updated by the Monitoring Officer as soon as reasonably practicable to reflect any change in the role of Lead Members.

## **7.06 Proceedings of the Cabinet**

Proceedings of the Cabinet shall take place in accordance with the Executive Procedure Rules set out in Part 4 of the Constitution.

## **7.07 Responsibility for Functions**

The Monitoring Officer will maintain a list as part of this Constitution, setting out which individual Lead Members or Committees of the Executive, officers or joint arrangements (see Article 11) are responsible for the exercise of particular executive functions.

## **Article 8 – Regulatory and other Committees**

### **8.01 Appointment of Regulatory and Other Committees**

The Council will appoint the Committees set out in Part 3 to discharge the functions described in the “Responsibility for Functions” tables in Part 3.

## **Article 9 - The Standards Committee**

### **9.01 Constitution**

The Council at its Annual Meeting will establish a Standards Committee.

### **9.02 Composition**

#### a) Membership

The Standards Committee will be composed of:

- two Councillors (who may not include the Leader), one from the majority group on the Council and one from the largest minority group; and
- five suitable persons who are not Councillors or officers of the Council or any other body having a Standards Committee and who are not related to or have a close friendship or relationship with such persons (an "Independent Member").

#### b) Independent Members

Independent Members will be entitled to vote at meetings.

#### c) Chairing the Committee

A member of the Executive may not chair the Committee and the chair of the Committee will be an Independent Member

### **9.03 Role and Function**

The Standards Committee will have the following roles and functions:

- (a) promoting and maintaining high standards of conduct by Councillors, co-opted Members, church, other faith and parent governor representatives;
- (b) assisting the Councillors, co-opted Members and church, other faith and parent governor representatives to observe the Members' Code of Conduct;
- (c) advising the Council on the adoption or revision of the Members' Code of Conduct;

- (d) monitoring the operation of the Members' Code of Conduct;
- (e) advising, training (or arranging to train) Councillors, co-opted members and church, other faith and parent governor representatives on matters relating to the Members' Code of Conduct;
- (f) granting dispensations to Councillors, co-opted Members, church, other faith and parent governor representatives from requirements relating to interests set out in the Members' Code of Conduct;
- (g) dealing with any reports from a case tribunal or interim case tribunal and any report from the Monitoring Officer on any matter which is referred by an Ethical Standards Officer to the Monitoring Officer;
- (h) advising the Council on other Codes and Protocols forming the authority's ethical framework;
- (i) to consider arrangements for the appointment of Independent Members to the Committee;
- (j) ensuring the authority operates within a robust corporate governance framework; and
- (k) to consider any report referred to it by the Cabinet or any other Committee where there are implications for ethical standards and report back as appropriate.

#### **9.04 Reports referred to Council**

The Independent Chair of the Standards Committee shall be entitled to address the Council on any report referred to it by the Standards Committee which has implications for ethical governance.

## **Article 10 - Local Strategic Partnership and Local Area Partnerships**

### **10.01 General Arrangements**

The Tower Hamlets Partnership brings together all of the key stakeholders in the borough – residents, the Council, Police, the health service, public services, voluntary and community groups, faith communities and businesses – with the aim of working together to improve the quality of life of people who live and work in the borough.

The Partnership delivers its vision through the Council’s Community Plan and Neighbourhood Renewal Strategy, which aim to make Tower Hamlets:

- (a) a better place for living safely – reducing crime, making people feel safer and creating a more secure and cleaner environment;
- (b) a better place for living well – improving housing, health and social care and promoting healthy living;
- (c) a better place for creating and sharing prosperity – bringing investment into the borough and ensuring that all our residents and businesses are in a position to benefit from, and contribute to, growing economic prosperity;
- (d) a better place for learning, achievement and leisure – raising educational aspiration, expectations and achievement, providing the widest range of arts and leisure opportunities for all and celebrating the cultural rich diversity of our communities; and
- (e) a better place for excellent public services – improving public services for local people to make sure they represent good value for money and are provided in ways that meet local needs.

There are three strands to the Partnership:

### **10.02 Composition and Functions**

- (i) There are eight **Local Area Partnerships (LAPs)** through which residents are involved. They involve local people in considering ideas on how things can be improved and the ways in which they can influence the delivery of services.

They also provide the chance to scrutinise service performance to ensure that standards are met and promises are kept. Ward Councillors play an important role in the LAPs, providing the community leadership for local residents and providing a key link to representative democracy through the structure and processes of the Council.

- (ii) There is a **Community Plan Action Group (CPAG)** for each of the key themes in the Community Plan. [See 10.1 (a) to (e)]. These are made up of key service providers, charged with accelerating progress by delivering joined-up services in line with the priorities agreed with local people. Lead Members are attached to each of the CPAGs, providing challenge and local knowledge.
- (iii) The **Partnership Management Group** involves residents, representatives from the CPAG's, local Councillors and representatives from the major service providers, businesses, voluntary and community sectors. It is a small strategic group with responsibility for delivering overall strategy and ensuring that plans are fulfilled



## **Article 11 - Joint Arrangements**

### **11.01 Arrangements to Promote Well-Being.**

The Council or the Executive in order to promote or improve the economic, social or environmental well-being of the whole or any part of the borough, may:

- (a) enter into arrangements or agreements with any person or body;
- (b) co-operate with, or facilitate or co-ordinate the activities of, any person or body; and
- (c) exercise on behalf of that person or body any functions of that person or body.

### **11.02 Joint Arrangements**

- (a) The Council may establish joint arrangements with one or more local authorities and/or their Executives to exercise functions in any of the participating authorities, or advise the Council on any matter. Such arrangements may involve the appointment of a joint Committee with these other local authorities.
- (b) The Executive may establish joint arrangements with one or more local authorities to exercise functions that are executive functions. Such arrangements may involve the appointment of joint Committees with these other local authorities.
- (c) The Executive may only appoint Executive Members to a joint Committee and those Members need not reflect the political composition of the authority as a whole.
- (d) The Council has not established any joint arrangements at present. If it does so in the future details of the joint arrangements, including delegations to joint Committees under S.20 to the Local Government Act, 2000, will be found in the Council's scheme of delegations in Part 3 of the Constitution.

### **11.03 Access to Information**

- (a) Access to information rules are contained in the Access to Information Procedure Rules in Part 4 of the Constitution.

- (b) If all the members of any joint Committee are Members of the Executive in each of the participating authorities then its access to information regime is the same as that applied to the Executive.
- (c) If the joint Committee contains Members who are not on the Executive of any participating authority the access to information rules in Part V of the Local Government Act 1972 will apply.

#### **11.04 Delegation to and from Other Local Authorities**

- (a) The Council or the Executive may delegate their powers and functions to another local authority or, in certain circumstances, the Executive of another local authority.
- (b) The decision whether or not to accept such a delegation from another local authority shall be reserved to full Council.

#### **11.05 Contracting Out**

The Cabinet may contract out to another body or organisation functions which may be exercised by an officer and which are subject to an order under section 70 of the Deregulation and Contracting Out Act 1994, or under contracting arrangements where the contractor acts as the Council's agent under usual contracting principles, providing there is no delegation of the Council's discretionary decision making.

## Article 12 - Officers

### 12.01 Appointments

- (a) **General.** The full Council may engage such staff (referred to as officers) as it considers necessary to carry out its functions.
- (b) **Chief Officers.** The Council will engage persons for the following posts who will be designated chief officers.

Chief Executive  
Corporate Director, Development and Renewal  
Director, Adult Services  
Corporate Director, Environment and Culture  
Corporate Director, Social Services, Deputy to the Chief Executive  
Corporate Director, Children's Services  
Director of Resources  
Assistant Chief Executive  
Assistant Chief Executive (Legal Services)  
Service Head Human Resources  
Director of Housing Services

The above posts may be subject to change from time to time in which case this Constitution will be updated as soon as reasonably practicable to reflect any change in the designated chief officers.

- (c) **Head of Paid Service, Monitoring Officer and Chief Finance Officer.** The Council has designated the following posts as shown:

Chief Executive	Head of Paid Service
Director of Resources	Chief Finance Officer
Assistant Chief Executive (Legal Services)	Monitoring Officer

Such posts will have the functions described in Articles 12.02 – 12.04 below.

- (d) **The Management Structure.** The Head of the Paid Service will determine and publicise a description of the overall structure of the Council showing the management structure and deployment of officers. This is set out in Part 7 of this Constitution.

### 12.02 Functions of the Head of the Paid Service

- (a) **Discharge of functions by the Council.** The Head of Paid Service will report, as required, on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of the officer structure.
- (b) **Restrictions on functions.** The Head of Paid Service may not be the Monitoring Officer, but may hold the post of Chief Finance Officer if a qualified accountant.

### **12.03 Functions of the Monitoring Officer**

- (a) **Maintaining and monitoring the Constitution.** The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Members, staff and the public.
- (c) **Ensuring lawfulness and fairness of decision making.** After consulting with the Head of the Paid Service and Chief Finance Officer, the Monitoring Officer will report to the full Council or to the Cabinet in relation to an executive function if s/he considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (d) **Supporting the Standards Committee.** The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through the provision of support to the Standards Committee.
- (e) **Receiving reports.** The Monitoring Officer will receive and act on reports made by Ethical Standards Officers and decisions of Case Tribunals.
- (f) **Conducting investigations.** The Monitoring Officer will conduct or arrange for investigations to be carried out on their behalf into matters referred by Ethical Standards Officers or directly by Members of the Council and make reports or recommendations in respect of them to the Standards Committee.
- (g) **Advising whether Executive decisions are within the budget and policy framework.** The Monitoring Officer will advise whether decisions of the Executive are in accordance with the budget and policy framework.

- (h) **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity (and budget and policy framework issues) to all Councillors.
- (i) **Restrictions on post.** The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

#### **12.04 Functions of the Chief Finance Officer**

- (a) **Ensuring lawfulness and financial prudence of decision-making.** After consulting with the Head of Paid Service and the Monitoring Officer, the Chief Finance Officer will report to the full Council or to the Cabinet in relation to an executive function and the Council's external auditor, if s/he considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully.
- (b) **Administration of financial affairs.** The Chief Finance Officer will have responsibility for the proper administration of the financial affairs of the Council.
- (c) **Contributing to corporate management.** The Chief Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.
- (d) **Providing advice.** The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, financial impropriety, probity (and budget and policy framework issues) to all Councillors and will support and advise Councillors and officers in their respective roles.
- (e) **Giving financial information.** The Chief Finance Officer will provide financial information to the media, members of the public and the community.

#### **12.05 Duty to Provide Sufficient Resources to the Monitoring Officer and Chief Finance Officer**

The Council will provide the Monitoring Officer and Chief Finance Officer with such officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed.

#### **12.06 Conduct**

Officers will comply with the Employees' Code of Conduct and the Member/Officer Protocol set out in Part 5 of this Constitution.

## **Article 13 – Decision-Making**

### **13.01 Responsibility for Decision-Making**

The Council will issue and keep up to date a record of what part of the Council or individual has responsibility for particular types of decisions or decisions relating to particular areas or functions. This record is set out in Part 3 of this Constitution.

### **13.02 Principles of Decision-Making**

All decisions of the Council will be made in accordance with the following principles:

- (a) proportionality (i.e. the action must be proportionate to the desired outcome);
- (b) due consultation and the taking of professional advice from officers;
- (c) respect for human rights;
- (d) a presumption in favour of openness;
- (e) clarity of aims and desired outcomes; and
- (f) explaining what options were considered and giving the reasons for the decision.

### **13.03 Types of Decision**

- (a) **Decisions reserved to full Council.**

Decisions relating to the functions listed in Article 4.02 will be made by the full Council and not delegated.

- (b) **Key decisions**

- (i) A "key decision" is an executive decision which is likely
  - a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
  - b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.
- (ii) A decision taker, when making a decision may only make a key decision in accordance with the requirements of the

Executive Procedure Rules set out in Part 4 of the Constitution.

(iii) The Council has not adopted a financial threshold for key decisions but these are subject to financial regulations. However, the criteria that Councillors and officers will have regard to in determining what amounts to a key decision include the following:

- Whether the decision may incur a significant social, economic or environmental risk.
- The likely extent of the impact of the decision both within and outside of the borough.
- Whether the decision is likely to be a matter of political controversy.
- The extent to which the decision is likely to result in substantial public interest.

#### **13.04 Decision-Making by the Full Council**

Subject to Article 13.08, the Council meeting will follow the Council Procedure Rules set out in Part 4 of this Constitution when considering any matter.

#### **13.05 Decision-Making by the Executive**

Subject to Article 13.08, the Cabinet will follow the decision-making procedures set out in Part 4 of this Constitution when considering any matter.

#### **13.06 Decision-Making by the Overview and Scrutiny Committee and Scrutiny Panels**

The Overview and Scrutiny Committee and the Scrutiny Panels will follow the Overview and Scrutiny Procedure Rules and relevant parts of the Council Procedure Rules set out in Part 4 of this Constitution which apply to them when considering any matter.

#### **13.07 Decision-Making by Other Committees and Sub-Committees Established by the Council**

Subject to Article 13.08, other Council Committees and Sub-Committees will follow those parts of the Council Procedure Rules set out in Part 4 of this Constitution as apply to them.

#### **13.08 Decision-Making by Council Bodies Acting as Tribunals**

The Council, any Councillors, Committee, Sub-Committee or an officer acting as a tribunal, or in a quasi judicial manner, or determining/considering (other than for the purposes of giving advice) the civil rights and obligations or the criminal responsibility of any person, will follow a proper procedure which accords with the requirements of natural justice and the right to a fair trial contained in Article 6 of the European Convention on Human Rights.



## **Article 14 – Finance, Contracts and Legal Matters**

### **14.01 Financial Management**

The management of the Council's financial affairs will be conducted in accordance with the Financial Procedure Rules set out in Part 4 of this Constitution.

### **14.02 Contracts**

Every contract made by the Council shall be in writing and will comply with the Contracts Procedure Rules set out in Part 4 of this Constitution.

### **14.03 Legal Proceedings**

The Assistant Chief Executive (Legal Services) is authorised to institute, defend, settle or participate in any legal proceedings in any case where such action is necessary to give effect to decisions of the Council or in any case where s/he considers such action is necessary to protect the Council's interests. S/he may designate nominated officers to carry out this function on her/his behalf.

### **14.04 Authentication of Documents**

Where any document is necessary to any legal procedure or proceedings on behalf of the Council, it will be signed by the Assistant Chief Executive (Legal Services) or other person authorised by her/him, unless any enactment otherwise authorises or requires, or the Council has given requisite authority to some other person.

Contracts with a value exceeding £250,000 must either be signed by at least two officers of the authority or under the common seal of the Council attested by at least one officer.

### **14.05 Common Seal of the Council**

The Common Seal of the Council will be kept in a safe place in the custody of the Assistant Chief Executive (Legal Services). A decision of the Council, or of any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents which in the opinion of the Assistant Chief Executive (Legal Services) should be sealed. The affixing of the Common Seal will be attested by the Assistant Chief Executive (Legal Services) or some other person authorised by her/him.

## **Article 15 - Review and Revision of the Constitution**

### **15.01 Duty to Monitor and Review the Constitution**

- (a) The Monitoring Officer will monitor and review the operation of the Constitution and may make recommendations to ensure that the aims and principles of the Constitution are given full effect.
- (b) A key role for the Monitoring Officer is to be aware of the strengths and weaknesses of the Constitution adopted by the Council and to make recommendations for ways in which it could be amended in order better to achieve the purposes set out in Article 1. In undertaking this role the Monitoring Officer may:
  - (1) Observe meetings of different parts of the Member and officer structure.
  - (2) Undertake an audit trail of a sample of decisions.
  - (3) Record and analyse issues raised with her/him by Members, officers, the public and other relevant stakeholders.
  - (4) Compare practices in this authority with those in other comparable authorities or national examples of best practice.
  - (5) Make revisions to the Constitution to reflect decisions taken by the Council and to correct matters of fact or changes in legislation.

### **15.02 Changes to the Constitution**

#### **(a) Approval.**

Changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Monitoring Officer. However non material changes may be approved by the General Purposes Committee on the recommendation of the Monitoring Officer.

#### **(b) Change of Executive Arrangements**

The Council must take reasonable steps to consult with local electors and other interested persons in the area when drawing up proposals.

## **Article 16 - Suspension, Interpretation and Publication of the Constitution**

### **16.01 Suspension of the Constitution**

**Limit to Suspension.** The Articles of this Constitution may not be suspended. Rules specified below may be suspended by the full Council or the part of the Council to which they apply to the extent permitted within those Rules and the law.

**Procedure to Suspend.** A motion to suspend any Rules will not be moved without notice unless at least one half of the whole number of Councillors are present. The extent and duration of suspension will be proportionate to the result to be achieved, taking account of the purposes of the Constitution set out in Article 1.

**Rules Capable of Suspension.** The following Rules may be suspended in accordance with Article 16.01:

- i. Council Procedure Rules
- ii. Budget and Policy Framework Procedure Rules
- iii. Overview and Scrutiny Procedure Rules

### **16.02 Interpretation**

The ruling of the Mayor as to the construction or application of this Constitution or as to any proceedings of the Council shall not be challenged at any meeting of the Council. Such interpretations will have regard to the purposes of this Constitution contained in Article 1.

### **16.03 Publication**

- (a) The Monitoring Officer will give a printed copy of this Constitution to each Member of the authority upon delivery to her/him of that individual's declaration of acceptance of office on the Member first being elected to the Council.
- (b) The Monitoring Officer will ensure (1) that the Constitution is published on Council's website and that copies are available for inspection at Council offices, libraries and other appropriate locations; and (2) can be purchased by members of the local press and the public on payment of a reasonable fee.
- (c) The Monitoring Officer will ensure the Constitution is made widely available within the area and is updated as necessary.

## **Schedule 1 Description of Executive Arrangements**

The following parts of the Constitution constitute the executive arrangements:

Article 6 (Overview and Scrutiny) and the Overview and Scrutiny Procedure Rules.

Article 7 (The Executive) and the Executive Procedure Rules.

Article 11 (Joint Arrangements).

Article 13 (Decision-Making) and the Access to Information Procedure Rules.

Part 3 Responsibility for Functions.

# Part 3 - Responsibility for Functions

## 3.1 COUNCIL FUNCTIONS

**3.1.1 These are local authority functions which cannot be the responsibility of the Executive. The following tables specify the delegation of Council functions to Committees and chief officers. Where the delegation is to be exercised by a Committee/chief officer, the matters reserved to the Committee are specified in the relevant Committee's functions and terms of reference set out in section 3.3.**

### 3.1.1.1 Functions relating to town and country planning and development control

FUNCTION	PROVISION OF ACT OR STATUTORY INSTRUMENT	DELEGATION OF FUNCTION
<b>1.</b> Power to determine application for planning permission.	Sections 70(1)(a) and (b) and 72 of the Town and Country Planning Act 1990 (c.8).	Development Committee/ Corporate Director of Development and Renewal
<b>2.</b> Power to determine applications to develop land without compliance with conditions previously attached.	Section 73 of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>3.</b> Power to grant planning permission for development already carried out.	Section 73A of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>4.</b> Power to decline to determine application for planning permission.	Section 70A of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>5.</b> Duties relating to the making of determinations of planning applications.	Sections 69, 76 and 92 of the Town and Country Planning Act 1990 and Articles 8, 10 to 13, 15 to 22 and 25 and 26 of the Town and Country Planning (General Development Procedure) Order 1995 (S.I. 1995/419) and directions made thereunder.	Development Committee/ Corporate Director of Development and Renewal

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>6.</b> Power to determine application for planning permission made by a local authority, alone or jointly with another person.	Section 316 of the Town and Country Planning Act 1990 and the Town and Country Planning General Regulations 1992 (S.I. 1992/1492).	Development Committee/ Corporate Director of Development and Renewal
<b>7.</b> Power to make determinations, give approvals and agree certain other matters relating to the exercise of permitted development rights.	Parts 6, 7, 11, 17, 19, 20, 21 to 24, 26, 30 and 31 of Schedule 2 to the Town and Country Planning (General Permitted Development) Order 1995 (S.I. 1995/418).	Development Committee/ Corporate Director of Development and Renewal
<b>8.</b> Power to enter into agreement regulating development or use of land.	Section 106 of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>9.</b> Power to issue a certificate of existing or proposed lawful use or development.	Sections 191(4) and 192(2) of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>10.</b> Power to serve a completion notice.	Section 94(2) of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>11.</b> Power to grant consent for the display of advertisements.	Section 220 of the Town and Country Planning Act 1990 and the Town and Country Planning (Control of Advertisements) Regulations 1992.	Development Committee/ Corporate Director of Development and Renewal
<b>12.</b> Power to authorise entry onto land.	Section 196A of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>13.</b> Power to require the discontinuance of a use of land.	Section 102 of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>14.</b> Power to serve a planning contravention notice, breach of condition notice or stop notice.	Sections 171C, 187A and 183(1) of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>15.</b> Power to issue an enforcement notice.	Section 172 of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>16.</b> Power to apply for an injunction restraining a breach of planning control.	Section 187B of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>17.</b> Power to determine applications for hazardous substances consent, and related powers.	Sections 9(1) and 10 of the Planning (Hazardous Substances) Act 1990 (c. 10).	Licensing Committee/ Corporate Director of Environment and Culture
<b>18.</b> Duty to determine conditions to which old mining permissions, relevant planning permissions relating to dormant sites or active Phase I or II sites, or mineral permissions relating to mining sites, as the case may be, are to be subject.	Paragraph 2(6)(a) of Schedule 2 to the Planning and Compensation Act 1991, paragraph 9(6) of Schedule 13 to the Environment Act 1995 (c. 25) and paragraph 6(5) of Schedule 14 to that Act.	Development Committee/ Corporate Director of Development and Renewal
<b>19.</b> Power to require proper maintenance of land.	Section 215(1) of the Town and Country Planning Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>20.</b> Power to determine application for listed building consent, and related powers.	Sections 16(1) and (2), 17, 27(2) and 33(1) of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990 (c.9).	Development Committee/ Corporate Director of Development and Renewal

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>21.</b> Power to determine applications for conservation area consent.	Section 16(1) of the Planning (Listed Buildings and Buildings in Conservation Areas Act 1990, as applied by section 74(3) of that Act.	Development Committee/ Corporate Director of Development and Renewal
<b>22.</b> Duties relating to applications for listed building consent and conservation area consent.	Sections 13(1) and 14(1) and (4) of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990 and regulations 3 to 6 and 13 of the Town and Country Planning (Listed Buildings and Buildings in Conservation Areas) Regulations 1990 and paragraphs 8, 15 and 22 of Department of the Environment Circular 14/97.	Development Committee/ Corporate Director of Development and Renewal
<b>23.</b> Power to serve a building preservation notice, and related powers.	Sections 3(1) and 4(1) of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>24.</b> Power to issue enforcement notice in relation to demolition of unlisted building in conservation area.	Section 38 of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>25.</b> Powers to acquire a listed building in need of repair and to serve a repairs notice.	Sections 47 and 48 of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990.	Development Committee/ Corporate Director of Development and Renewal
<b>26.</b> Power to apply for an injunction in relation to a listed building.	Section 44A of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990.	Development Committee/ Corporate Director of Development and Renewal



<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>27.</b> Power to execute urgent works.	Section 54 of the Planning (Listed Buildings and Buildings in Conservation Areas) Act 1990.	Corporate Director of Development and Renewal

**3.1.1.2 Licensing and registration functions (in so far as not covered by any other paragraph in this part)**

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> Power to issue licences authorising the use of land as a caravan site ("site licences").	Section 3(3) of the Caravan Sites and Control of Development Act 1960 (c. 62).	Corporate Director of Development and Renewal
<b>2.</b> Power to license the use of moveable dwellings and camping sites.	Section 269(1) of the Public Health Act 1936 (c.49).	Corporate Director of Development and Renewal
<b>3.</b> Power to register pools promoters.	Schedule 2 to the Betting, Gaming and Lotteries Act 1963 (c. 2).	Licensing Committee/ Corporate Director of Environment and Culture
<b>4.</b> Power to grant permits in respect of premises with amusement machines.	Schedule 9 to the Gaming Act 1968 (c. 65).	Licensing Committee/ Corporate Director of Environment and Culture
<b>5.</b> Power to register societies wishing to promote lotteries.	Schedule 1 to the Lotteries and Amusements Act 1976 (c. 32).	Licensing Committee/ Corporate Director of Environment and Culture
<b>6.</b> Power to issue cinema and cinema club licences.	Section 1 of the Cinema Act 1985 (c. 13).	Licensing Committee/ Corporate Director of Environment and Culture
<b>7.</b> Power to issue theatre licences.	Sections 12 to 14 of the Theatres Act 1968 (c. 54).	Licensing Committee/ Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>8.</b> Power to issue entertainments licences.	Section 12 of the Children and Young Persons Act 1933 (c. 12), section 52 of, and Schedule 12 to, the London Government Act 1963 (c. 33), section 79 of the Licensing Act 1964 (c. 26), sections 1 to 5 and 7 of, and Parts I and II of the Schedule to, the Private Places of Entertainment (Licensing) Act 1967 (c. 19) and Part I of, and Schedules 1 and 2 to, the Local Government (Miscellaneous Provisions) Act 1982 (c. 30).	Licensing Committee/ Corporate Director of Environment and Culture
<b>9.</b> Power to license sex shops and sex cinemas.	The Local Government (Miscellaneous Provisions) Act 1982, section 2 and Schedule 3.	Licensing Committee
<b>10.</b> Power to license performances of hypnotism.	The Hypnotism Act 1952 (c. 46).	Licensing Committee/ Corporate Director of Environment and Culture
<b>11.</b> Power to license premises for acupuncture, tattooing, ear-piercing and electrolysis (special treatments).	London Local Authorities Act 1991	Licensing Committee/ Corporate Director of Environment and Culture
<b>12.</b> Power to register door staff.	Paragraphs 1(2) and 9 of Schedule 12 to the London Government Act 1963 (c. 33) and Part V of the London Local Authorities Act 1995 (c. x).	Licensing Committee/ Corporate Director of Environment and Culture
<b>13.</b> Power to license market and street trading.	Part III of the London Local Authorities Act 1990 (c. vii) and section 6 of the London Local Authorities Act 1994 (c. xii).	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>14.</b> Power to license night cafes and take-away food shops.	Part II of the London Local Authorities Act 1990 and section 5 of the London Local Authorities Act 1994.	Licensing Committee/ Corporate Director of Environment and Culture
<b>15.</b> Duty to keep list of persons entitled to sell non-medicinal poisons.	Sections 3(1)(b)(ii), 5, 6 and 11 of the Poisons Act 1972 (c. 66).	Corporate Director of Environment and Culture
<b>16.</b> Power to license dealers in game and the killing and selling of game.	Sections 5, 6, 17, 18 and 21 to 23 of the Game Act 1831 (c. 32); sections 2 to 16 of the Game Licensing Act 1860 (c. 90), section 4 of the Customs and Inland Revenue Act 1883 (c. 10), sections 12(3) and 27 of the Local Government Act 1874 (c. 73), and section 213 of the Local Government Act 1972 (c. 70).	Corporate Director of Environment and Culture
<b>17.</b> Power of register and license premises for the preparation of food.	Section 19 of the Food Safety Act 1990 (c. 16).	Corporate Director of Environment and Culture
<b>18.</b> Power to license scrap yards.	Section 1 of the Scrap Metal Dealers Act 1964 (c. 69).	Corporate Director of Environment and Culture
<b>19.</b> Power to issue, amend or replace safety certificates (whether general or special) for sports grounds.	The Safety of Sports Grounds Act 1975 (c. 52).	Corporate Director of Environment and Culture
<b>20.</b> Power to issue, cancel, amend or replace safety certificates for regulated stands at sports grounds.	Part III of the Fire Safety and Safety of Places of Sport Act 1987 (c.27).	Licensing Committee/ Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>21.</b> Power to license premises for the breeding of dogs.	Section 1 of the Breeding of Dogs Act 1973 (c. 60) and section 1 of the Breeding and Sale of Dogs (Welfare) Act 1999 (c. 11).	Licensing Committee/ Corporate Director of Environment and Culture
<b>22.</b> Power to license pet shops and other establishments where animals are bred or kept for the purposes of carrying on a business.	Section 1 of the Pet Animals Act 1951 (c. 35); section 1 of the Animal Boarding Establishments Act 1963(c. 43); the Riding Establishments Acts 1964 and 1970 (1964 c. 70 and 1970 c. 70); section 1 of the Breeding of Dogs Act 1973 (c. 60), and sections 1 and 8 of the Breeding and Sale of Dogs (Welfare) Act 1999.	Licensing Committee/ Corporate Director of Environment and Culture
<b>23.</b> Power to register animal trainers and exhibitors.	Section 1 of the Performing Animals (Regulation) Act 1925 (c. 38).	Corporate Director of Environment and Culture
<b>24.</b> Power to license zoos.	Section 1 of the Zoo Licensing Act 1981 (c. 37).	Licensing Committee/ Corporate Director of Environment and Culture
<b>25.</b> Power to license dangerous wild animals.	Section 1 of the Dangerous Wild Animals Act 1976 (c. 38).	Corporate Director of Environment and Culture
<b>26.</b> Power to license knackers' yards.	Section 4 of the Slaughterhouses Act 1974. See also the Animal By-Products Order 1999 (S.I. 1999/646).	Corporate Director of Environment and Culture
<b>27.</b> Power to license the employment of children.	Part II of the Children and Young Persons Act 1933 (c. 33), byelaws made under that Part, and Part II of the Children and Young Persons Act 1963 (c. 37).	Corporate Director, Children's Services

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>28.</b> Power to approve premises for the solemnisation of marriages.	Section 46A of the Marriage Act 1949 (c. 76) and the Marriages (Approved Premises) Regulations 1995 (S. I. 1995/510).	Chief Executive
<b>29.</b> Power to register common land or town or village greens, except where the power is exercisable solely for the purpose of giving effect to -  (a) an exchange of lands effected by an order under section 19(3) of, or paragraph 6(4) of Schedule 3 to, the Acquisition of Land Act 1981 (c. 67) or  (b) an order under section 147 of the Inclosure Act 1845 (c. 8 & 9 Vict. c. 118).	Regulation 6 of the Commons Registration (New Land) Regulations 1969 (S.I. 1969/1843).	Corporate Director of Development and Renewal
<b>30.</b> Power to register variation of rights of common.	Regulation 29 of the Commons Registration (General) Regulations 1966 (S.I. 1966/1471).	Corporate Director of Environment and Culture
<b>32.</b> Power to grant consent for the operation of a loudspeaker.	Schedule 2 to the Noise and Statutory Nuisance Act 1993 (c. 40).	Corporate Director of Environment and Culture
<b>33.</b> Power to grant a street works licence.	Section 50 of the New Roads and Street Works Act 1991 (c. 22).	Corporate Director of Environment and Culture
<b>34.</b> Power to issue licences for the movement of pigs.	Article 12 of the Pigs (Records, Identification and Movement) Order 1995 (S.I. 1995/11).	Corporate Director of Environment and Culture
<b>35.</b> Power to license the sale of pigs.	Article 13 of the Pigs (Records, Identification and Movement) Order 1995.	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>36.</b> Power to license collecting centres for the movement of pigs.	Article 14 of the Pigs (Records, Identification and Movement) Order 1995.	Corporate Director of Environment and Culture
<b>37.</b> Power to issue a licence to move cattle from a market.	Article 5(2) of the Cattle Identification Regulations 1998 (S.I. 1998/871).	Corporate Director of Environment and Culture
<b>38.</b> Power to permit deposit of builder's skip on highway.	Section 139 of the Highways Act 1980 (c. 66).	Corporate Director of Environment and Culture
<b>39.</b> Power to license planting, retention and maintenance of trees etc. in part of highway.	Section 142 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>40.</b> Power to authorise erection of stiles etc. on footpaths or bridleways.	Section 147 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>41.</b> Power to license works in relation to buildings etc. which obstruct the highway.	Section 169 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>42.</b> Power to consent to temporary deposits or excavations in streets.	Section 171 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>43.</b> Power to dispense with obligation to erect hoarding or fence.	Section 172 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>44.</b> Power to restrict the placing of rails, beams etc. over highways.	Section 178 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>45.</b> Power to consent to construction of cellars etc. under street.	Section 179 of the Highways Act 1980.	Corporate Director of Environment and Culture
<b>46.</b> Power to consent to the making of openings into cellars etc. under streets, and pavement lights and ventilators.	Section 180 of the Highways Act 1980.	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>47.</b> Power to issue licences to retail butchers' shops carrying out commercial operations in relation to unwrapped raw meat and selling or supplying both raw meat and ready-to-eat foods.	Schedule 1A to the Food Safety (General Food Hygiene) Regulations 1995 (S.I. 1995/1763).	Corporate Director of Environment and Culture
<b>48.</b> Power to approve fish products premises.	Regulation 24 of the Food Safety (Fishery Products and Live Shellfish) (Hygiene) Regulations 1998 (S.I. 1998/994).	Corporate Director of Environment and Culture
<b>49.</b> Power to approve dispatch or purification centres.	Regulation 11 of the Food Safety (Fishery Products and Live Shellfish) (Hygiene) Regulations 1998.	Corporate Director of Environment and Culture
<b>50.</b> Power to register fishing vessels on board which shrimps or molluscs are cooked.	Regulation 21 of the Food Safety (Fishery Products and Live Shellfish) (Hygiene) Regulations 1998.	Corporate Director of Environment and Culture
<b>51.</b> Power to approve factory vessels and fishery product establishments.	Regulation 24 of the Food Safety (Fishery Products and Live Shellfish) (Hygiene) Regulations 1998.	Corporate Director of Environment and Culture
<b>52.</b> Power to register auction and wholesale markets.	Regulation 26 of the Food Safety (Fishery Products and Live Shellfish) (Hygiene) Regulations 1998.	Corporate Director of Environment and Culture
<b>53.</b> Duty to keep register of food business premises.	Regulation 5 of the Food Premises (Registration) Regulations 1991 (S.I. 1991/2828).	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>54.</b> Power to register food business premises.	Regulation 9 of the Food Premises (Registration) Regulations 1991.	Corporate Director of Environment and Culture
<b>55.</b> Power to issue near beer licence.	Sections 16 to 19 and 21 of the London Local Authorities Act 1995 (c.x.) and, to the extent that it does not have effect by virtue of regulation 2(3), section 25 of that Act	Corporate Director of Environment and Culture
<b>56.</b> Power to register premises or stalls for the sale of goods by way of competitive bidding	Section 28 of the Greater London Council (General Powers) Act 1984 (c.xxvii)	Licensing Committee / Corporate Director of Environment and Culture

### **3.1.1.3 Functions relating to health and safety at work**

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
Functions under any of the "relevant statutory provisions" within the meaning of Part I (health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work etc. Act 1974, to the extent that those functions are discharged otherwise than in the authority's capacity as an employer.	Part I of the Health and Safety at Work etc. Act 1974 (c. 37).	Corporate Director of Environment and Culture



### 3.1.1.4 Functions relating to elections

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> Duty to appoint an electoral registration officer.	Section 8(2) of the Representation of the People Act 1983 (c. 2).	General Purposes Committee
<b>2.</b> Power to assign officers in relation to requisitions of the registration officer.	Section 52(4) of the Representation of the People Act 1983.	Chief Executive
<b>3.</b> Duty to appoint returning officer for local government elections.	Section 35 of the Representation of the People Act 1983.	General Purposes Committee
<b>4.</b> Duty to provide assistance at European Parliamentary elections.	Paragraph 4(3) and (4) of Schedule 1 to the European Parliamentary Elections Act 1978 (c. 10).	General Purposes Committee
<b>5.</b> Duty to divide constituency into polling districts.	Section 18 of the Representation of the People Act 1983.	Chief Executive
<b>6.</b> Power to divide electoral divisions into polling districts at local government elections.	Section 31 of the Representation of the People Act 1983.	Chief Executive
<b>7.</b> Powers in respect of holding of elections.	Section 39(4) of the Representation of the People Act 1983.	Chief Executive
<b>8.</b> Power to pay expenses properly incurred by electoral registration officers.	Section 54 of the Representation of the People Act 1983.	Chief Executive
<b>9.</b> Duty to declare vacancy in office in certain cases.	Section 86 of the Local Government Act 1972.	Chief Executive
<b>10.</b> Duty to give public notice of a casual vacancy.	Section 87 of the Local Government Act 1972.	Chief Executive
<b>11.</b> Power to determine fees and conditions for supply of copies of, or extracts from, elections documents.	Rule 48(3) of the Local Elections (Principal Areas) Rules 1986 (S.I. 1986/2214) and rule 48(3) of the Local Elections (Parishes and Communities) Rules 1986 (S.I. 1986/2215).	Chief Executive

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>12.</b> Power to submit proposals to the Secretary of State for an order under section 10 (pilot schemes for local elections in England and Wales) of the Representation of the People Act 2000.	Section 10 of the Representation of the People Act 2000 (c. 2).	Chief Executive

### **3.1.1.5 Functions relating to name and status of areas and individuals**

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> Power to change the name of a county, district or London borough.	Section 74 of the Local Government Act 1972.	Council
<b>2.</b> Power to confer title of honorary alderman or to admit to be an honorary freeman.	Section 249 of the Local Government Act 1972.	Council
<b>3.</b> Power to petition for a charter to confer borough status.	Section 245b of the Local Government Act 1972.	Council

### **3.1.1.6 Byelaws**

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> Power to make, amend, revoke or re-enact byelaws.	Any provision of any enactment (including a local Act), whenever passed, and section 14 of the Interpretation Act 1978 (c. 30).	General Purposes Committee to recommend to Council

### 3.1.1.7 Local or Personal Bills

FUNCTION	PROVISION OF ACT OR STATUTORY INSTRUMENT	DELEGATION OF FUNCTION
1. Power to promote or oppose local or personal Bills.	Section 239 of the Local Government Act 1972.	Council

### 3.1.1.8 Functions relating to pensions etc.

FUNCTION	PROVISION OF ACT OR STATUTORY INSTRUMENT	DELEGATION OF FUNCTION
1. Functions relating to local government pensions, etc.	Regulations under section 7, 12 or 24 of the Superannuation Act 1972 (c. 11).	Pensions and Accounts Committee

### 3.1.1.9 Miscellaneous functions

FUNCTION	PROVISION OF ACT OR STATUTORY INSTRUMENT	DELEGATION OF FUNCTION
<b><i>Part I: functions relating to public rights of way</i></b>		
1. Power to create footpath or bridleway by agreement.	Section 25 of the Highways Act 1980 (c. 66).	Corporate Director Environment and Culture
2. Power to create footpaths and bridleways.	Section 26 of the Highways Act 1980.	Corporate Director Environment and Culture
3. Duty to keep register of information with respect to maps, statements and declarations.	Section 31A of the Highways Act 1980.	Corporate Director Environment and Culture
4. Power to stop up footpaths and bridleways.	Section 118 of the Highways Act 1980.	Corporate Director Environment and Culture
5. Power to determine application for public path extinguishment order.	Sections 118ZA and 118C(2) of the Highways Act 1980.	Corporate Director Environment and Culture
6. Power to make a rail crossing extinguishment order.	Section 118A of the Highways Act 1980.	Corporate Director Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>7.</b> Power to make a special extinguishment order.	Section 118B of the Highways Act 1980.	Corporate Director Environment and Culture
<b>8.</b> Power to divert footpaths and bridleways.	Section 119 of the Highways Act 1980.	Corporate Director Environment and Culture
<b>9.</b> Power to make a public path diversion order.	Sections 119ZA and 119C(4) of the Highways Act 1980.	Corporate Director Environment and Culture
<b>10.</b> Power to make a rail crossing diversion order.	Section 119A of the Highways Act 1980.	Corporate Director Environment and Culture
<b>11.</b> Power to make a special diversion order.	Section 119B of the Highways Act 1980.	Corporate Director Environment and Culture
<b>12.</b> Power to require applicant for order to enter into agreement.	Section 119C(3) of the Highways Act 1980.	Corporate Director Environment and Culture
<b>13.</b> Power to make an SSSI diversion order.	Section 119D of the Highways Act 1980.	Corporate Director Environment and Culture
<b>14.</b> Duty to keep register with respect to applications under sections 118ZA, 118C, 119ZA and 119C of the Highways Act 1980.	Section 121B of the Highways Act 1980.	Corporate Director Environment and Culture
<b>15.</b> Power to decline to determine certain applications.	Section 121C of the Highways Act 1980.	Corporate Director Environment and Culture
<b>16.</b> Duty to assert and protect the rights of the public to use and enjoyment of highways.	Section 130 of the Highways Act 1980.	Corporate Director Environment and Culture
<b>17.</b> Duty to serve notice of proposed action in relation to obstruction.	Section 130A of the Highways Act 1980.	Corporate Director Environment and Culture
<b>18.</b> Power to apply for variation of order under section 130B of the Highways Act 1980.	Section 130B(7) of the Highways Act 1980.	Corporate Director Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>19.</b> Power to authorise temporary disturbance of surface of footpath or bridleway.	Section 135 of the Highways Act 1980.	Corporate Director Environment and Culture
<b>20.</b> Power temporarily to divert footpath or bridleway.	Section 135A of the Highways Act 1980.	Corporate Director Environment and Culture
<b>21.</b> Functions relating to the making good of damage and the removal of obstructions.	Section 135B of the Highways Act 1980.	Corporate Director Environment and Culture
<b>22.</b> Powers relating to the removal of things so deposited on highways as to be a nuisance.	Section 149 of the Highways Act 1980.	Corporate Director Environment and Culture
<b>23.</b> Power to extinguish certain public rights of way.	Section 32 of the Acquisition of Land Act 1981 (c. 67).	Corporate Director Environment and Culture
<b>24.</b> Duty to keep definitive map and statement under review.	Section 53 of the Wildlife and Countryside Act 1981 (c. 69).	Corporate Director Environment and Culture
<b>25.</b> Power to include modifications in other orders.	Section 53A of the Wildlife and Countryside Act 1981.	Corporate Director Environment and Culture
<b>26.</b> Duty to keep register of prescribed information with respect to applications under section 53(5) of the Wildlife and Countryside Act 1981.	Section 53B of the Wildlife and Countryside Act 1981.	Corporate Director Environment and Culture
<b>27.</b> Duty to reclassify roads used as public paths.	Section 54 of the Wildlife and Countryside Act 1981.	Corporate Director Environment and Culture
<b>28.</b> Power to prepare map and statement by way of consolidation of definitive map and statement.	Section 57A of the Wildlife and Countryside Act 1981.	Corporate Director Environment and Culture
<b>29.</b> Power to designate footpath as cycle track.	Section 3 of the Cycle Tracks Act 1984 (c. 38).	Corporate Director Environment and Culture
<b>30.</b> Power to extinguish public right of way over land acquired for clearance.	Section 294 of the Housing Act 1981 (c. 68).	Corporate Director Environment and Culture
<b>31.</b> Power to authorise stopping-up or diversion of footpath or bridleway.	Section 257 of the Town and Country Planning Act 1990.	Corporate Director of Development and Renewal

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>32.</b> Power to extinguish public rights of way over land held for planning purposes.	Section 258 of the Town and Country Planning Act 1990.	Corporate Director of Development and Renewal
<b>33.</b> Power to enter into agreements with respect to means of access.	Section 35 of the Countryside and Rights of Way Act 2000 (c. 37).	Corporate Director of Development and Renewal
<b>34.</b> Power to provide access in absence of agreement.	Section 37 of the Countryside and Rights of Way Act 2000.	Corporate Director of Development and Renewal
<b><i>Part II: other miscellaneous functions</i></b>		
<b>35.</b> Power to make standing orders.	Section 106 of, and paragraph 42 of Schedule 12 to, the Local Government Act 1972 (c. 70).	Council
<b>36.</b> Power to appoint staff, and subject to compliance with major policy determinations, to determine the terms and conditions on which they hold office (including procedures for their dismissal).	Section 112 of the Local Government Act 1972.	Chief Executive except for those chief officer appointments reserved to the Appointments Committee
<b>37.</b> To establish Appointment Sub Committees comprising relevant members to make appointments to statutory and non statutory chief officer and deputy chief officer posts in accordance with the Officer Employment Procedure Rules set out in Part 4 of this Constitution subject to criteria approved by Human Resources Committee..	Section 101 of the Local Government Act 1972	Chief Executive
<b>38.</b> Power to make standing orders as to contracts.	Section 135 of the Local Government Act 1972.	Council
<b>39.</b> Duty to make arrangements for proper administration of financial affairs etc.	Section 151 of the Local Government Act 1972.	Council
<b>40.</b> Power to appoint officers for particular purposes	Section 270(3) of the Local Government Act	Council

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
(appointment of "proper officers").	1972.	
<b>41.</b> Power to make limestone pavement order.	Section 34(2) of the Wildlife and Countryside Act 1981 (c. 69).	Corporate Director of Development and Renewal
<b>42.</b> Power to make closing order with respect to take-away food shops.	Section 4 of the Local Government (Miscellaneous Provisions) Act 1982 (c. 30).	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>43.</b> Duty to designate officer as the head of the authority's paid service, and to provide staff, etc.	Section 4(1) of the Local Government and Housing Act 1989 (c. 42).	Council
<b>44.</b> Duty to designate officer as the monitoring officer, and to provide staff, etc.	Section 5(1) of the Local Government and Housing Act 1989.	Council
<b>45.</b> Duty to approve authority's statement of accounts, income and expenditure and balance sheet, or record of payments and receipts (as the case may be).	The Accounts and Audit Regulations 1996 (S.I. 1996/590).	Pensions & Accounts Committee
<b>46.</b> Powers relating to the protection of important hedgerows.	The Hedgerows Regulations 1997 (S.I. 1997/1160).	Corporate Director of Environment and Culture
<b>47.</b> Powers relating to the preservation of trees.	Sections 197 to 214D of the Town and Country Planning Act 1990, and the Trees Regulations 1999 (S.I. 1999/1892).	Corporate Director of Environment and Culture
<b>48.</b> Power to make payments or provide other benefits in cases of maladministration etc.	Section 92 of the Local Government Act 2000.	Chief Executive

### **3.1.2 Council Functions – Local Choice – Local Act Functions**

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> Licensing of Buskers.	London Local Authorities Act 2000 – Part V	Licensing Committee/ Corporate Director of Environment and Culture
<b>2.</b> Fire safety and entertainment licensing.	London Local Authorities Act 1996	Licensing Committee/ Corporate Director of Environment and Culture



<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>3.</b> Notice requiring removal of unauthorised advertisement hoardings, etc.	London Local Authorities Act 1995 – Section 11	Corporate Director of Environment and Culture
<b>4.</b> Notice requiring removal of signs on buildings	London Local Authorities Act 1995 – Section 12	Corporate Director of Environment and Culture
<b>5.</b> Authority to license near beer premises.	London Local Authorities Act 1995	Corporate Director of Environment and Culture
<b>6.</b> Authority to register door supervisors.	London Local Authorities Act 1995	Corporate Director of Environment and Culture
<b>7.</b> Consent to distribution of free literature.	London Local Authorities Act 1994 – Section 4	Corporate Director of Environment and Culture
<b>8.</b> Licensing of night cafes.	London Local Authorities Act 1994	Licensing Committee/ Corporate Director of Environment and Culture
<b>9.</b> Renewal of street trading licenses.	London Local Authorities Act 1994	Corporate Director of Environment and Culture
<b>10.</b> Removal of distribution containers on the highway.	London Local Authorities Act 1991 – Section 22	Corporate Director of Environment and Culture
<b>11.</b> Licensing of special treatment premises.	London Local Authorities Act 1991 – Part II	Licensing Committee/ Corporate Director of Environment and Culture
<b>12.</b> Crime Prevention Policies.	London Local Authorities (No. 2) Act 1990	Chief Executive
<b>13.</b> Licensing of night cafes.	London Local Authorities Act 1990	Licensing Committee / Corporate Director of Environment and Culture
<b>14.</b> Street trading.	London Local Authorities Act 1990	Licensing Committee / Corporate Director of Environment and Culture
<b>15.</b> Consent for demolition works under street.	Greater London Council (General Powers) Act 1986 – Section 5	Corporate Director of Development and Renewal
<b>16.</b> Consent for construction which causes obstruction to access to vaults and cellars.	Greater London Council (General Powers) Act 1986 – Section 6	Corporate Director of Development and Renewal
<b>17.</b> Consent for infilling of vaults and cellars.	Greater London Council (General Powers) Act 1986 – Section 7	Corporate Director of Development and Renewal
<b>18.</b> Powers relating to certain retaining walls.	Greater London Council (General Powers) Act 1986 – Section 8	Corporate Director of Development and Renewal
<b>19.</b> Registration of sleeping accommodation.	Greater London Council (General Powers) Act 1984 – Part IV	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>20.</b> Provision relating to the sale of goods by competitive bidding – including registration of premises or stalls.	Greater London Council (General Powers) Act 1984 – Part VI	Corporate Director of Environment and Culture
<b>21.</b> Power to make charge in respect of approval of plans etc relating to drains.	Greater London Council (General Powers) Act 1984 – Section 36	Corporate Director Environment and Culture
<b>22.</b> Removal of occupants of buildings in vicinity of dangerous structures etc – apply to court.	Greater London Council (General Powers) Act 1984 – Section 38	Corporate Director of Development and Renewal
<b>23.</b> Control of overcrowding in certain hostels including the ability to serve notices.	Greater London Council (General Powers) Act 1981 – Part VI	Corporate Director of Development and Renewal
<b>24.</b> Power to establish foreign loans reserve fund.	Greater London Council (General Powers) Act 1976	Director of Resources
<b>25.</b> Closure of unsanitary food premises/stalls – Council to seek to order from the court.	Greater London Council (General Powers) Act 1973 – Section 30	Corporate Director of Environment and Culture
<b>26.</b> Licenses to erect scaffolding.	Greater London Council (General Powers) Act 1970 – Section 15	Corporate Director of Development and Renewal
<b>27.</b> Walkways.	Greater London Council (General Powers) Act 1969 – Section 11	Corporate Director of Development and Renewal
<b>28.</b> Byelaws as to artificial lighting of common staircases	London County Council (General Powers) Act 1955 – Section 63	Council
<b>29</b> Gratuities to non-pensionable employees	London County Council (General Powers) Act 1930 – Section 61	Chief Executive

### 3.1.3 Council Functions – Other Local Choice Functions

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> The determination of an appeal against any decision made by or on behalf of the Authority.	Local Authorities (Functions & Responsibilities) Regulations 2000 (SI 2853)	Licensing Committee or Staff Appeals Committee or the Appeals Committee as appropriate
<b>2.</b> The making of arrangements in respect of appeals against the exclusion of pupils.	Subsection (1) of Section 67 of, and Schedule 18 to School Standards and Framework Act 1998	Assistant Chief Executive
<b>3.</b> The making of arrangements in respect of admission appeals.	Section 94(1) and (4) of, and schedule 24 to School Standards and Framework Act 1998	Assistant Chief Executive
<b>4.</b> The making of arrangements in respect of children to whom section 87 applies: appeals by governing bodies.	Section 95(2) of, and Schedule 25 to School Standards and Framework Act 1998	Assistant Chief Executive
<b>5.</b> Any function relating to contaminated land.	Environmental Protection Act 1990 – Part IIA	Corporate Director of Environment and Culture
<b>6.</b> The discharge of any function relating to the control of pollution or the management of air quality.	Pollution Prevention and Control Act 1990; Environment Act 1995 (Part IV); Environmental Protection Act 1990 (Part I); Clean Air Act 1993	Corporate Director of Environment and Culture
<b>7.</b> The service of an abatement notice in respect of a statutory nuisance.	Environmental Protection Act 1990 – Section 80(1)	Corporate Director of Environment and Culture
<b>8.</b> The making of agreements with other local authorities for the placing of staff at the disposal of those other authorities.	Local Authorities (Functions & Responsibilities) Regulations 2000 (SI 2853) as amended by the Local Authorities (Functions & Responsibilities) (Amendment) Regulations 2001 (SI 2212)	All Chief Officers

<p><b>9.</b> The appointment of any individual</p> <p>(a) to any office other than an office in which he is employed by the authority;</p> <p>(b) to any body other than -</p> <ul style="list-style-type: none"> <li>• the authority;</li> <li>• a joint committee of two or more authorities; or</li> </ul> <p>(c) to any committee or sub-committee of such a body, and the revocation of any such appointment</p>	<p>Local Authorities (Functions &amp; Responsibilities) Regulations 2000 (SI 2853)</p>	<p>General Purposes Committee</p>
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## 3.2 EXECUTIVE FUNCTIONS

### 3.2.1 Executive Functions – Local Choice – Local Act Functions

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> Service of penalty charge notice on basis of information provided by camera etc.	London Local Authorities Act 2000 – Section 4	Corporate Director of Environment and Culture
<b>2.</b> Service of penalty charge notice where parking attendant prevented from issuing a notice.	London Local Authorities Act 2000 – Section 5	Corporate Director of Environment and Culture
<b>3.</b> Cleansing relevant land of refuse and litter.	London Local Authorities Act 2000 – Section 19	Corporate Director of Environment and Culture
<b>4.</b> Penalty charge notices in respect of Bus lane infringements.	London Local Authorities Act 1996 – Section 4	Corporate Director of Environment and Culture
<b>5.</b> Making special temporary prohibitions within a special parking area.	London Local Authorities Act 1995 – Section 9	Corporate Director of Environment and Culture
<b>6.</b> Near Beer – Approval of policies.	London Local Authorities Act 1995	Corporate Director of Environment and Culture
<b>7.</b> Night Café Licensing - approval of policies.	London Local Authorities Act 1994	Corporate Director of Environment and Culture
<b>8.</b> Regulation of street trading and associated issues.	London Local Authorities Act 1994	The Executive
<b>9.</b> Making of regulations relating to dangerous structure fees.	London Local Authorities Act 1994 – Section 8	The Executive
<b>10.</b> Approval of policies in respect of special treatment licenses.	London Local Authorities Act 1991 – Part II	The Executive
<b>11.</b> Crime prevention measures.	London Local Authorities Act (No. 2) 1990 – Section 5	Chief Executive
<b>12.</b> Restoration of gas, water and electricity.	London Local Authorities Act (No. 2) 1990 – Section 4	Corporate Director of Development and Renewal
<b>13.</b> Removal of luggage or shopping trolleys found in open air.	London Local Authorities Act 1990 – Section 43	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>14.</b> Street trading – Regulation of street trading and market trading together with the provision, maintenance and management of storage accommodation; and, the approval of policies in respect of street trading.	London Local Authorities Act 1990	Corporate Director of Environment and Culture
<b>15.</b> Determination of charges for London Building Acts consents etc.	Greater London Council (General Powers) Act 1982 – Section 3	Corporate Director of Development and Renewal
<b>16.</b> Control of Brown Tail Moth.	Greater London Council (General Powers) Act 1979 – Section 8	Corporate Director of Environment and Culture
<b>17.</b> Power to extinguish rights of interment.	Greater London Council (General Powers) Act 1976 – Section 9	Corporate Director of Environment and Culture
<b>18.</b> Prohibition of person entering upon grass verge.	Greater London Council (General Powers) Act 1974 – Section 14(2)	Corporate Director of Environment and Culture
<b>19.</b> Authorisation of parking on verges.	Greater London Council (General Powers) Act 1974 – Section 15(4)	Corporate Director of Environment and Culture
<b>20.</b> Removal of vehicles for street cleaning.	Greater London Council (General Powers) Act 1974 – Section 21	Corporate Director of Environment and Culture
<b>21.</b> Contributions in respect of railings.	Greater London Council (General Powers) Act 1972 – Section 18	Corporate Director of Environment and Culture
<b>22.</b> Restoration of gas and electricity services.	Greater London Council (General Powers) Act 1972 – Section 19	Corporate Director of Development and Renewal
<b>23.</b> Boundary walls.	London County Council (General Powers) Act 1963 – Section 6	Corporate Director of Development and Renewal
<b>24.</b> Acquisition of easements etc.	London County Council (General Powers) Act 1963 – Section 8	Corporate Director of Development and Renewal
<b>25.</b> Underpinning of houses near a street improvement.	London County Council (General Powers) Act 1963 – Section 9	Corporate Director of Development and Renewal

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>26.</b> Approval of trade refuse disposal facilities.	London County Council (General Powers) Act 1963 – Section 11	Corporate Director of Environment and Culture
<b>27.</b> Provision of shops etc in subway.	London County Council (General Powers) Act 1963 – Section 14	Corporate Director of Development and Renewal
<b>28.</b> Power to provide illumination, floodlighting etc.	London County Council (General Powers) Act 1963 – Section 17	Corporate Director of Development and Renewal
<b>29.</b> Service of notices for prevention of flooding etc.	London County Council (General Powers) Act 1962 – Section 17	Corporate Director of Development and Renewal
<b>30.</b> Restriction of vehicular access to and from street improvements.	London County Council (General Powers) Act 1960 – Section 13	Corporate Director of Development and Renewal
<b>31.</b> Acquisition of land for the purpose of providing facilities for storage etc. of horticultural produce.	London County Council (General Powers) Act 1959 – Section 12	Corporate Director of Development and Renewal
<b>32.</b> Provision of accommodation and charges.	London County Council (General Powers) Act 1959 – Section 13	Corporate Director of Development and Renewal
<b>33.</b> Power to lease and enter into agreements.	London County Council (General Powers) Act 1959 – Section 14	Corporate Director of Development and Renewal
<b>34.</b> Provision of advances for erection etc. of buildings.	London County Council (General Powers) Act 1957 – Section 78	Corporate Director of Development and Renewal
<b>35.</b> Removal of bottles from streets.	London County Council (General Powers) Act 1957 – Section 81	Corporate Director of Environment and Culture
<b>36.</b> Powers of borough councils to maintain burial grounds.	London County Council (General Powers) Act 1955 – Section 36	Corporate Director of Environment and Culture
<b>37.</b> Return of library books.	London County Council (General Powers) Act 1955 – Section 37	Corporate Director of Environment and Culture
<b>38.</b> Recovery of expenses of fencing certain lands.	London County Council (General Powers) Act 1955 – Section 39	Corporate Director of Environment and Culture
<b>39.</b> Defacement of streets with slogans etc.	London County Council (General Powers) Act 1954 – Section 20	Corporate Director of Environment and Culture

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>40.</b> Powers of sanitary authority to cleanse aged and feeble persons in their homes.	London County Council (General Powers) Act 1953 – Section 43	Corporate Director of Environment and Culture
<b>41.</b> Expenses of councils in connection with ceremonies etc.	London County Council (General Powers) Act 1951 – Section 32	Chief Executive
<b>42.</b> Improvement of roadside amenities etc.	London County Council (General Powers) Act 1951 – Section 33	Corporate Director of Development and Renewal
<b>43.</b> Power to supply storage etc for accommodation to costermongers etc.	London County Council (General Powers) Act 1951 – Section 34	Corporate Director of Environment and Culture
<b>44.</b> Supply of heat.	London County Council (General Powers) Act 1949 – Part II	Corporate Director of Environment and Culture
<b>45.</b> Maintenance of forecourts to which public have access and power to serve improvement notices.	London County Council (General Powers) Act 1948 – Section 43	Corporate Director of Development and Renewal
<b>46.</b> Fencing of dangerous land in or near streets.	London County Council (General Powers) Act 1948 – Section 44	Corporate Director of Development and Renewal
<b>47.</b> Recovery of expenses and costs.	London County Council (General Powers) Act 1948 – Section 44	Corporate Director of Development and Renewal
<b>48.</b> Power to provide concert halls etc.	London County Council (General Powers) Act 1947 – Section 4	Corporate Director of Environment and Culture
<b>49.</b> Power to provide entertainment.	London County Council (General Powers) Act 1947 – Section 5	Corporate Director of Environment and Culture
<b>50.</b> Contributions to cultural bodies.	London County Council (General Powers) Act 1947 – Section 59	Corporate Director of Environment and Culture
<b>51.</b> Acquisition of buildings or places of historic interest.	London County Council (General Powers) Act 1947 – Section 69	Corporate Director of Environment and Culture
<b>52.</b> Enclosure of unenclosed land adjoining streets.	London County Council (General Powers) Act 1925 – Section 33	Corporate Director of Development and Renewal



<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>53.</b> Compensation to persons in the Council's service on abolition of office.	London County Council (General Powers) Act 1921 – Section 31	Chief Executive

### 3.2.2 Executive Functions – Other Local Choice Functions

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> The conducting of best value reviews in accordance with the provisions of any order under the Act.	Section 5 (best value reviews) of the Local Government Act 1999	Executive
<b>2.</b> The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the authority's area.	Noise and Statutory Nuisance Act 1993 – Section 8	Executive
<b>3.</b> The inspection of an authority's area to detect any statutory nuisance.	Environmental Protection Act 1990 – Section 79	Corporate Director of Environment and Culture
<b>4.</b> The obtaining of information as to interests in land.	Town and Country Planning Act 1990 – Section 330	Corporate Director of Development and Renewal
<b>5.</b> The obtaining of particulars of persons interested in land.	Local Government (Miscellaneous Provisions) Act 1976 – Section 16	Corporate Director of Development and Renewal
<b>6.</b> The making of agreements for the execution of highways works	Highways Act 1980 – Section 278 (substituted by the New Roads and Street Works Act 1991 – Section 23	Corporate Director of Development and Renewal

### 3.2.3 Other Executive Functions

<b>FUNCTION</b>	<b>PROVISION OF ACT OR STATUTORY INSTRUMENT</b>	<b>DELEGATION OF FUNCTION</b>
<b>1.</b> .Representing the Borough in Civil Protection and Emergency planning matters under the Act.	Civil Contingencies Act 2004	Chief Executive or such persons as s/he delegates in her/his absence



### **3.2.4 Responsibility for Executive Functions**

The Leader will provide the Monitoring Officer with a list ("the Executive Scheme of Delegation") setting out who of the following (not specified in the delegations contained in section 3.2 2above) are responsible for particular Executive functions.

- The Leader and Cabinet collectively, or
- an individual Executive Member, or
- Committees of the Cabinet, or
- an officer or
- through joint arrangements

If the Executive amends this Scheme of Delegation the Leader must provide the Monitoring Officer with an updated scheme within 5 working days.

### 3.3 COUNCIL AND STATUTORY BODIES

#### 3.3.1 Full Council

<b>Membership:</b> All Members of the Council	
<b>Functions</b>	<b>Delegation of Functions</b>
<p><b>Constitutional Functions</b> All functions set out in Article 4.02 of this Constitution.</p> <p><b>Policy and Budget Framework Functions</b> All functions relating to the formation of the policy and budget framework, as set out in Article 4.01. Taking decisions in respect of functions which are not in accordance with the policy and budget framework.</p>	<p><b>reserved for full Council save for non material changes delegated to General Purposes</b></p>
<p><b>Committee functions</b> The functions of-</p> <p>(a) making arrangements for the discharge of Council functions by a Committee or officer under section 101(5) of the Local Government Act 1972; and (b) making appointments under section 102 (appointment of Committees) of the 1972 Act</p>	<p><b>Appointments Chief Executive</b></p>
<p><b>Power to promote or oppose local or personal Bills.</b> Pursuant to Section 239 of the Local Government Act 1972</p>	<p><b>No delegations – reserved for Full Council</b></p>
<p><b>Members’ Allowance Scheme</b> Adopting an allowance scheme for Councillors or amending, revoking or replacing any such scheme</p>	<p><b>No delegations – reserved for Full Council</b></p>

**NB In the absence of any express statutory prohibition to the contrary, all Council bodies listed below may establish Sub-Committees pursuant to section 101 of the Local Government Act 1972 and make specific delegations to officers.**

### 3.3.2 Overview and Scrutiny Committee

<b>Membership:</b> Eight Councillors. Up to three substitutes may be appointed for each Member. A Church of England and a Roman Catholic representative and two Parent Governor representatives as required by paragraph 7 of Schedule 1 of the Local Government Act 2000 and a non voting Muslim faith representative.	
<b>Functions</b>	<b>Delegation of Functions</b>
To discharge the functions conferred by section 21 of the Local Government Act 2000 or regulations made under section 32 of that Act in accordance with the arrangements specified for the discharge of the Overview and Scrutiny function and the establishment of an Overview and Scrutiny Committee contained within Part 4 (section 4.5) and Article 6 of the Constitution.	<b>No delegations</b>
<b>Quorum</b> No less than one third of the voting membership	

### 3.3.3 Standards Committee

<b>Membership:</b> Two Councillors (who may not include the Leader), one from the majority group on the Council and one from the largest minority group; and, five persons who are not Councillors or officers of the Council or any other body having a Standards Committee and who are not related to or have a close friendship or relationship with such persons.	
<b>Functions</b>	<b>Delegation of Functions</b>
All the functions set out in Article 9.03 of this Constitution.	<b>No delegations</b>
<b>Quorum:</b> Three Members including one independent Member.	

### 3.3.4 Development Committee

<p><b>Membership:</b> Ten Members of the Council. Up to three substitutes may be appointed for each Member.</p>	
<b>Functions</b>	<b>Delegation of Functions</b>
<p><b>1. Planning applications</b></p> <p>a) To refuse, approve or approve subject to conditions, informatives and/or the completion of a legal agreement (under section 106 of the Town and County Planning Act 1990 and / or section 16 of the Greater London Council (General Powers) Act 1974 and/or other appropriate powers including highway legislation) as appropriate, any application for planning permission, listed building consent, conservation area consent, advertisement consent, certificates of lawfulness of existing or proposed use or development, or any other application under the Town and Country Planning legislation, for the following:</p> <ul style="list-style-type: none"> <li>➤ Proposals involving the erection, alteration or change of use of buildings, structures or land with more than 35 residential or live-work units;</li> <li>➤ Proposals involving the erection, alteration or change of use of buildings, structures or land with a floor area of more than 10,000 square metres;</li> <li>➤ Retail development with a gross floor space exceeding 5000 square metres; and</li> <li>➤ Where the number of written objections received is more than 20 (or petitions with more than 20 signatures), or where 20 or more written objections have been received and the nominated officer(s) consider that these objections cannot be overcome by conditions and/or the completion of a legal agreement</li> </ul> <p>b) To consider listed building or conservation area consent applications made by or on sites/ buildings owned by the Council;</p> <p>c) To consider any application referred to the Committee by the Corporate Director Development and Renewal where s/he considers it appropriate to do so, for example, if a proposal raises significant issues of local or borough -wide interest.</p> <p><b>2. Observations</b></p> <p>a) Formal representations to Government departments, statutory undertakers and similar organisations on proposals submitted by those organisations for comments which would be contrary to policies in the adopted development plan or for especially significant applications</p>	<p>The Corporate Director of Development and Renewal (or any officer authorised by her/him) has the delegated authority to make decisions on any planning matters with the exception of those specifically reserved to the Development Committee in its terms of reference, unless these are expressly delegated to her/him.</p>

or proposals.	
b) Observations on planning and other applications referred to the Council by other local authorities, which would impact on policies in the adopted development plan or raise especially significant issues.	
<b>Quorum</b>	
No less than one third of the voting membership	

### 3.3.5 Strategic Development Committee

<b>Membership:</b> Seven Members of the Council, three of whom shall also be members of the Development Committee and two of whom shall be members of the Cabinet. Up to three substitutes may be appointed for each Member.	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>To consider any matter listed within the terms of reference of the Development Committee where any one of the following applies:</p> <ul style="list-style-type: none"> <li>(i) Applications for buildings exceeding 30 metres in height (25 metres on sites adjacent to the River Thames).</li> <li>(ii) Applications for schemes with more than 500 residential units, or for residential development on sites exceeding 10 hectares.</li> <li>(iii) applications for employment floor space on sites of more than 4 hectares.</li> <li>(iv) major infrastructure developments.</li> <li>(v) applications not in accordance with the development plan involving more than 150 residential units or more than 2,500 sqm of floor space.</li> <li>(vi) applications on metropolitan open space involving buildings of more than 100 sqm.</li> <li>(vii) applications for developments including 200 or more car parking spaces.</li> <li>(viii) legal proceedings in relation to the matter are in existence or in contemplation.</li> <li>(ix) three or more members of the Development Committee are disqualified in some way from participating in the decision.</li> <li>(x) on an exceptional basis, the Development Committee has decided that a particular application should stand referred to the Strategic Development Committee.</li> <li>(xi) A proposal raises significant issues of local or borough wide interest.</li> </ul>	<b>No delegations</b>

<p><i>It shall be for the Corporate Director Development &amp; Renewal to determine whether a matter meets any of the above criteria</i></p>	
<p><b>Quorum</b> 3 Members of the Committee</p>	

### 3.3.6 Olympics Development Committee

<p><b>Membership:</b> Seven Members of the Council. Up to three substitutes may be appointed for each Member.</p>	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>To refuse, approve or approve subject to conditions, informatives and/or the completion of a legal agreement (under Section 106 of the Town and Country Planning Act, 1990 and/or Section 16 of the Greater London Council (General Powers) Act 1974 and/or other appropriate powers (including highway legislation) as appropriate, any application for planning permission, listed building consent, conservation area consent, advertisement consent, certificates of lawfulness of existing or proposed use of development, or any other application under Town and Country Planning legislation, for the proposals in relation to the 2012 Olympic Games:</p> <p>a) Power to determine the following Olympic related strategies:-</p> <ul style="list-style-type: none"> <li>i) Business Relocation Strategy.</li> <li>ii) Lower Lea Valley Regeneration Strategy.</li> <li>iii) Transport Monitoring Strategy.</li> <li>iv) Olympic Transport Strategy.</li> <li>v) Local Employment Strategy.</li> <li>vi) Stratford City Co-ordination Strategy.</li> </ul> <p>b) The determination of the following strategies to be included in the terms of reference of the Committee, but delegated to the Corporate Director, Development and Renewal, unless, in her/his opinion, the determination would raise significant issues of local or borough-wide interest (in which case, they would be determined by the Olympics Development Committee):-</p> <ul style="list-style-type: none"> <li>i) Remediation Strategy.</li> <li>ii) Bus depots Strategy (adjoining borough</li> </ul>	<p>As detailed in function b)</p>



<ul style="list-style-type: none"> <li>consultation).</li> <li>iii) Residential Relocation Strategy (2 properties affected in the borough).</li> <li>iv) Travellers Strategy (adjoining borough consultation).</li> <li>v) Rail relation Strategy.</li> <li>vi) Eastway Allotments Strategy (adjoining borough consultation).</li> <li>vii) East Marsh Strategy (adjoining borough consultation).</li> <li>viii) Arena Fields Strategy (adjoining borough consultation).</li> <li>ix) Eastway Cycle Circuit (adjoining borough consultation).</li> <li>x) Aquatics Strategy (adjoining borough consultation).</li> <li>xi) Sustainable Development Strategy.</li> <li>xii) Environmental Design and Management Strategy.</li> <li>xiii) Undergrounding of Cables Strategy (adjoining borough consultation).</li> </ul> <p>c) Power to make observations on Olympics-related planning and other applications referred to the Council by other local authorities, which would impact on policies in the adopted Development Plan, or raise especially significant issues.</p>	
<p><b>Quorum</b> 3 Members of the Committee</p>	

### 3.3.7 General Purposes Committee

<p><b>Membership:</b> Five Members of the Council. Up to three substitutes may be appointed for each Member</p>	
<p><b>Functions</b></p>	<p><b>Delegation of Functions</b></p>
<p>(i) Elections: To exercise powers in relation to the holding of elections and the maintenance of the electoral register including:-</p> <ul style="list-style-type: none"> <li>• the provision of assistance at European Parliamentary elections;</li> <li>• power to make submissions to the Local Government Commission in relation to the boundaries of the borough or ward boundaries;</li> <li>• the appointment of a proper officer for the purposes of giving various notices in relation to</li> </ul>	<p><b>No delegations</b></p>

<p>elections and referenda (e.g. in relation to the verification number for petitions for a referendum under LGA 2000).</p> <p>(ii) Appointments of officers or Members to external bodies.</p> <p>(iii) To recommend to Council the introduction, amendment or revocation of by-laws.</p> <p>(iv) Responsibility for the appointment and revocation of local authority governors.</p> <p>(v) Any other functions which under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, may not be the responsibility of the Cabinet and which are not delegated elsewhere under this Constitution.</p> <p>(vi) To make changes to the membership and substitute membership of committees appointed by the Council and their subordinate bodies, consistent with the proportionality rules.</p> <p>(vii) To make non material changes to the Constitution upon the recommendation of the Monitoring Officer</p>	
<p><b>Quorum</b> 3 Members of the Committee</p>	

### 3.3.8 Licensing Committee

<p><b>Membership:</b> Fifteen Members of the Council. Up to 3 substitutes may be appointed for each Member.</p>	
<p><b>Functions</b></p> <p>1. To consider and determine applications for the grant or variation of the following:</p> <p>a) Premises Licenses, Personal Licences, Temporary Events Notices and Club Premises Certificates pursuant to the Licensing Act 2003 where relevant representations have been received;</p> <p>b) Special treatment licenses in respect of premises within the borough where objections have been received;</p> <p>c) Gaming permits, as defined by Schedule 9 (6) of the Gaming Act 1968, where objections have been received;</p> <p>d) Small lotteries registration, where objections have</p>	<p><b>Delegation of Functions</b></p> <p>The Corporate Director of Environment and Culture (or any officer authorised by her/him) has the authority to consider and determine any applications for licenses not specifically reserved to the Licensing Committee by these terms of reference</p>

<p>been received;</p> <ul style="list-style-type: none"> <li>e) Competitive bidding licenses, where objections have been received;</li> <li>f) Pools promotion registration, where objections have been received.</li> <li>g) Granting "hypnotism waivers" in accordance with Council policy.</li> <li>h) Any other application which the Corporate Director of Environment and Culture considers should be referred to the Committee for determination</li> </ul> <p>2. To consider and determine applications for revocation and/or review of any licences which fall to be determined by the Committee in accordance with paragraph 1 a) to h) above</p> <p>3. To determine fees and charges for the issue, approval, consent, license, permit or other registration for functions for which the Committee has responsibility.</p> <p>4. To determine all aspects of licensing policy/procedure (excluding the determination of the Council's Statement of Licensing Policy) and miscellaneous licensing matters, including the creation of Sub Committees for the purposes of the Licensing Act 2003.</p> <p>5. To consider the Council's statement of licensing policy.</p>	<p>and all applications for licences where no objections have been received.</p>
<p><b>Quorum:</b> Not less than one third of the voting membership.</p>	

### 3.3.9 Human Resources Committee

<b>Membership:</b> Five Members of the Council. Up to three substitutes may be appointed for each Member	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>1. To determine major policy on the terms and conditions on which staff hold office within allocated resources.</p> <p>2. To establish a sub committee to consider any proposal to discipline and/or dismiss the Head of the Paid Service or a statutory or non statutory chief officer or deputy chief officer in accordance with the Officer Employment Procedure Rules set out in Part 4 of this Constitution.</p> <p>3. To establish an Appointments Sub Committee to consider the appointment of the Head of Paid Service and to make recommendations to the Council on that appointment.</p> <p>4. To determine the criteria for the appointment of statutory and non statutory chief officers and deputy chief officers for the appointments sub-committees established from time to time to consider such appointments.</p>	<b>No delegations</b>
<b>Quorum</b> At least one third of the voting membership	

### 3.3.11 Appeals Committee

<b>Membership:</b> Ten Members of the Council. Up to three substitutes may be appointed for each Member	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>To consider and determine any appeal in respect of any function for which the Council is responsible except where statutory arrangements exist or where the appeal function is delegated elsewhere in the Constitution including:</p> <p>Education awards appeals          Appeals by governing bodies          Appeals by employees under human resources procedures requiring a Member level decision          Appeals in respect of refusals to register premises under the Marriage Act 1994 or the attachment of any condition to an approval.</p> <p>Appeals from decision of the Human Resources Committee</p> <p>Or to agree the criteria for the establishment of Appeals Sub Committees to be convened by the Assistant Chief Executive for determination of the above appeals. Such Sub Committees to comprise a maximum of five Members of the Council with a quorum of three and as far as possible to reflect ethnicity and gender balance.</p>	<b>No delegations</b>
<b>Quorum</b> Not less than one quarter of the voting membership	

### 3.3.12 Pensions and Accounts Committee

<b>Membership:</b> Five Members of the Council. Up to three substitutes may be appointed for each Member	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>1. To consider pension matters and meet the obligations and the duties of the Council under the Superannuation Act 1972, and the various statutory requirements in respect of investment matters.</p> <p>2. To meet the obligations of the Accounts and Audit Regulations 1996 and the various statutory requirements in respect of the duty to approve the Authority's Statement of Accounts, income and expenditure and balance sheet or record of payments and receipts (as the case may be).</p>	<b>No delegations</b>
<b>Quorum</b> No less than one third of the voting membership of the committee	

### 3.3.13 Children/Adults Social Services Complaints Review Panel

<b>Membership:</b> At least three persons, at least one of whom must be an independent person.	
<b>Functions</b>	<b>Delegation of Functions</b>
To discharge the functions as set out in the Local Authority Social Services Act 1970 and the Children Act 1989	<b>No delegations</b>
<b>Quorum</b> All Members of the Panel	

### 3.3.14 Fostering Panel

<b>Membership:</b> Two social workers, one Councillor and four independent persons to a maximum of ten people	
<b>Functions</b>	<b>Delegation of Functions</b>
To discharge the functions as set out in Regulation 26 of the Fostering Services Regulations 2002, and to hear appeals if necessary.	<b>No delegations</b>
<b>Quorum</b> Five persons including the Chair or Vice Chair, one Social Worker employed by the Council and at least two independent persons	

### 3.3.15 Permanent Placement Panel

<b>Membership:</b> Up to ten persons including, one man, one woman, two social workers, one Member of Cabinet and three independent persons.	
<b>Functions</b>	<b>Delegation of Functions</b>
To consider and determine permanent fostering and adoption issues, in accordance with the Children Act 1989, the Adoption Agencies Regulations 1993, the Adoption Regulations 1991, Fostering Services Regulations 2001 and the National Minimum Standards for Fostering Services. Adoption and Children Act 2002 and Children Act 2004.	<b>No delegations</b>
<b>Quorum</b> Six members to include the Chair or Vice Chair and a Social Worker employed by the Council.	

### 3.3.16 Secure Accommodation Panel

<b>Membership:</b> At least three persons, at least one of whom must be an independent person.	
<b>Functions</b>	<b>Delegation of Functions</b>
To discharge the functions as set out in the Children (Secure Accommodation) Regulations 1991.	<b>No delegations</b>
<b>Quorum</b> All members of the Panel	

### 3.3.17 Children/Adults Access to Files

<b>Membership:</b> Three Members of the Council only one of whom may also be a member of the Cabinet.	
<b>Functions</b>	<b>Delegation of Functions</b>
To review decisions concerning access to or the accuracy of information held on Social Services files, in accordance with Regulations made under the Access to Personal Files Act 1987.	<b>No delegations</b>
<b>Quorum:</b> Two Members of the Panel.	

### 3.3.18 Local Safeguarding Children Board

<b>Membership:</b> Chair (Senior local authority employee or Senior employee of Board Partners), Board Partners as prescribed under s 13(3) of the Children Act 2004.	
<b>Functions</b>	<b>Delegation of Functions</b>
To safeguard and promote the welfare of children in three broad areas.  (i) Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care. (ii) Proactive work that aims to target particular groups. (iii) Responsive work to protect children who are suffering, or at risk of suffering harm.	<b>No delegations</b>
<b>Quorum:</b> As specified by regulations	

### 3.3.19 Schools Organisation Committee

<b>Membership:</b> Lead Member Education and Youth and four other Members (proportionality principles apply) and representatives from Head Teachers, School Governors, Trade Unions and Religious Denominations as specified by The Education (School Organisation Committees) (England) Regulations 1999 (as amended)	
<b>Functions</b>	<b>Delegation of Functions</b>
To discharge the functions specified in (s 24(1) of the Schools Standards and Framework Act 1998.	<b>No delegations</b>
<b>Quorum:</b> As specified by the Act and Regulations.	



### 3.3.20 Standing Advisory Council on Religious Education (SACRE)

<p><b>Membership:</b> Representatives from Groups A to D          Group A: Such Christian and other religious denominations as in the opinion of the Authority will appropriately reflect the principal religious traditions in the area.          Group B: The Church of England.          Group C: Associations representing teachers as, in the opinion of the Authority, ought to be represented having regard to the circumstances of the area.          Group D: Two Members of the Council and an officer representing the Corporate Director Education</p>	
<b>Functions</b>	<b>Delegation of Functions</b>
<ol style="list-style-type: none"> <li>1. To provide advice to the Council as local education authority (LEA) on all aspects of its provision for religious education in its schools, excluding voluntary aided schools.</li> <li>2. To decide whether the LEA's agreed syllabus for religious education needs to be reviewed and to require the LEA to do so.</li> <li>3. To provide advice to the LEA on collective worship in its schools.</li> <li>4. To consider any requests from head teachers to lift the requirement to provide collective worship that is not of a broadly Christian nature.</li> <li>5. To advise on matters relating to training for teachers in religious education and collective worship.</li> </ol>	<b>No delegations</b>
<p><b>Quorum:</b>          A total of eight persons from groups A to D as follows:-</p> <ol style="list-style-type: none"> <li>1. 2 representatives from Group A – representing 2 different denominations</li> <li>2. 1 person from Group B</li> <li>3. 2 representatives from Group C – representing different associations</li> <li>4. 1 person from Group D together with any other 2 members.</li> </ol>	

### 3.3.21 Schools Forum

<p><b>Membership:</b> Non School Members: From the 1<sup>st</sup> August 1 TU Rep appointed by STUF from all unions, 1 Rep nominated by the RC Diocese, 1 Rep nominated by the CE Diocese, 1 Rep from the Council of Mosques          School Members: five primary head teachers, three secondary head teachers, one special school head teacher, one special school governor, one nursery head teacher, one nursery governor, five primary school governors and three secondary school governors.</p>
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<b>Functions</b>	<b>Delegation of Functions</b>
<p>To act as an advisory and consultative body for the Cabinet with decision making powers to approve proposals from the local authority to move away from the requirements of the school funding regulations in response to local circumstances.</p> <p>Principally to:</p> <p>(a) retain expenditure centrally within the Schools Budget on functions and activities not prescribed in regulations (section 45A);</p> <p><b>(b)</b> vary or remove any limit or condition imposed on what authorities can retain centrally within the Schools Budget by regulations (section 45A);</p> <p><b>(c)</b> vary the operation, method or rules set out in the school funding regulations which govern the calculation of school budget shares (section 47). Schedule 16 Education Act 2005..</p>	<b>No delegations</b>
<p><b>Quorum:</b> 40% of the total membership</p>	

### 3.4 THE EXECUTIVE

#### 3.4.1 Cabinet

<b>Membership:</b> The Leader and at least two and not more than nine Executive Members appointed by the Council.	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>1. All functions not specified as the responsibility of the full Council or of any other Committee.</p> <p>2. To refer to the Standards Committee for consideration any report which contains implications for the Council's ethical framework.</p>	<p>Chief Officers and other officers authorised by them have the delegated authority as set out in paragraph 3.2 above and 3.5 below.</p>
<p><b>Quorum:</b> One quarter of the total number of Members of the Cabinet or three Members, whichever is the larger.</p>	

**The Cabinet may establish Sub-Committees to discharge functions on its behalf but any Sub-Committee may only include Cabinet Members.**

#### 3.4.2 Grants Panel

<b>Membership:</b> Five members of the Cabinet with five named deputies.	
<b>Functions</b>	<b>Delegation of Functions</b>
<p>1. To determine in their entirety applications for grant funding received by the Authority.</p> <p>2. To determine in their entirety applications for corporate match funding received by the Authority</p> <p><i>Only subsequent appeals against such determinations shall be considered by the Cabinet</i></p>	
<b>Quorum:</b> Two Members of the Panel	

### 3.4.3 King George's Fields Charity Board

<b>Membership:</b> All Members of the Cabinet	
<b>Functions</b>	<b>Delegation of Functions</b>
1. To administer the affairs of the King George's Fields Charity and discharge all duties of the Council as sole trustee of the Charity. 2. To administer the affairs and discharge the duties of trustee of such other charities controlled by the Council as the Cabinet might authorise by resolution.	
<b>Quorum:</b> Three Members of the Board	

## 3.5 CHIEF OFFICERS

- 3.5.1** The Chief Executive and Chief Officers are authorised to make decisions relating to any executive function carried out by services under their management other than taking "key decisions" as defined by Article 13 of this Constitution which are the responsibility of the Executive itself, unless specifically delegated by the Executive to an Executive Sub Committee or a chief officer.
- 3.5.2** The Chief Executive and Chief Officers are authorised to make decisions relating to any Council function carried out by services under their management other than those referred to in the terms of reference of any Council Committee or Sub-Committee unless that Committee or Sub-Committee specifically delegates it to the officer concerned.
- 3.5.3** The Chief Executive and Chief Officers may delegate decisions or functions for which they are responsible to one or more officers within their directorate provided that they maintain a directorate scheme of delegation setting out all such delegations and supply the Monitoring Officer with a copy of that list.
- 3.5.4** Any officer taking a decision on an executive function under delegated authority must ensure that the Leader and/or any relevant Member of the Executive is consulted on matters of a controversial nature and, where appropriate, these matters should be referred to the Cabinet for decision.
- 3.5.5** The Chief Executive may exercise any functions delegated to other officers and may delegate decisions or functions to one or more officers in any of the Council's Directorates.

## **3.6 SCHEME OF MANAGEMENT**

### **Introduction**

- 3.6.1** This Scheme delegates certain powers and duties of the Council to Officers under Section 101 of the Local Government Act 1972 and all other powers enabling such delegation. It is adopted with the intent that it should lead to a streamlining and simplification of the decision-making processes of the Council and accordingly it should be interpreted widely rather than narrowly
- 3.6.2** The Scheme delegates to Chief Officers and other Authorised Officers the powers and duties necessary for the discharge of the Council's functions within the broad functional description set out, together with the specific delegations therein, and should be taken to include powers and duties within those descriptions under all present and future legislation, and all powers incidental to that legislation including the application of the incidental powers under Section 111 of the Local Government Act 1972, including the power to affix the Common Seal of the Council.
- 3.6.3** An Officer may decline to exercise delegated powers and instead report to the Cabinet or appropriate Committee.
- 3.6.4** For the purpose of this Scheme "Authorised Officer" means an Officer who is specified under this Scheme as having the authority to exercise delegated powers and duties on behalf of the Council

## **3.7 Limitations**

- 3.7.1** This Scheme does not delegate to Officer:
- any matter reserved by law or by the Terms of Reference of the Cabinet, Committees and Sub-Committees to the Council or to a Committee or Sub-Committee of the Council;
  - any matter which by law may not be delegated to an officer;
  - any matter which is specifically excluded from delegation by this Scheme or by resolution of Council, the Cabinet or a Committee or Sub-Committee.
- 3.7.2** Officers may only exercise delegated powers in accordance with the:
- policies, plans and programmes approved by or on behalf of the Council;
  - budget and policy framework and executive procedural rules;
  - officer employment procedural rules;
  - contract and financial procedural rules;

- any statutory restrictions, statutory guidance/circulars or statutory code of practice.

**3.7.3** In exercising delegated powers, officers shall act only within the revenue and capital budgets for the relevant service as approved by the Council, subject to any variation thereof which is permitted by the Council's contract and financial procedural rules.

### **3.8 Delegated Decision-Making - General Principles**

**3.8.1** In exercising any delegated function, officers shall have regard to the requirement to comply with the limitation set out in paragraph 3.7.2 above, and shall be responsible for undertaking any appropriate consultation with the Council's Head of Paid Service, Section 151 Officer or Monitoring Officer as appropriate.

**3.8.2** Where any matter involves professional or technical considerations not within the sphere of competence of the Director or Authorised Officer concerned, he/she shall consult with the appropriate head of profession or technical officer of the Council before authorising action. Such constraints are kept to the absolute minimum necessary for internal check.

**3.8.3** The officers exercising such powers shall take account of any previous decision of the Council on any relevant policies or procedures.

**3.8.4** All decisions shall be taken in the name of, but not necessarily personally by, the officer(s) to whom the power is delegated. Arrangements shall be made for the recording of action taken pursuant to these powers.

**3.8.5** Where an officer considers that in exercising a delegated power or duty a departure in policy, procedure or a significant change in financial practice is likely to be involved, he/she shall consult with the appropriate officer in paragraph 3.8.1 above, who shall, if necessary, refer the matter to the appropriate Cabinet of Committee.

### **3.9. Interpretation**

**3.9.1** References in the Scheme to any statute, statutory instrument, regulation, rule, circular, agency or other agreement or any such matter in respect of which a power or duty is delegated shall be deemed to include any modification or re-enactment of the same as may be made from time to time.















### 3.10 PROPER OFFICERS

**3.10.1** The following officers have been designated “proper officers” for the following functions:

<b>Statute and Function</b>	<b>Officer</b>
S. 28 Representation of the People Act 1983 – Acting Returning Officer for a parliamentary election.	Chief Executive
S.35 Representation of the People Act 1983 – Returning Officer for local elections.	Chief Executive
S.8 Representation of the People Act 1983 – Registration Officer.	Chief Executive
S.83(1) Local Government Act (LGA) 1972 – the person to whom a Councillor shall deliver her/his acceptance of office.	Chief Executive
S.83(3)b LGA 1972 – the officer before whom the Mayor and Deputy mayor make their declaration of acceptance of office.	Chief Executive
S.84 LGA 1972 – the officers to whom written notice of resignation of elected office shall be delivered.	Chief Executive
S.88(2) LGA 1972 – the officer who may call a Council meeting for the election to the vacant office of Chair of the Council.	Chief Executive
S.89(1) LGA 1972 – the officer to whom notice in writing of a casual vacancy occurring in the office of Councillor may be given by two local government electors for the borough.	Chief Executive
S.100b(2) LGA 1972 – the officer who may exclude from council agendas any information which is likely to be dealt with in the absence of the press and public.	Assistant Chief Executive
S.100B(7)c LGA 1972 - the officer to supply to any newspaper copies of documents supplied to Members of the Council in connection with an item to be considered at a meeting.	Assistant Chief Executive
S.100C (2) LGA 1972 – the officer to prepare a written summary of proceedings of committees and sub-committees of the Council.	Assistant Chief Executive

S.100D(1)a LGA 1972 – the officer to prepare a list of background documents for reports considered by committees and sub-committees of the Council	Assistant Chief Executive
S. 151 LGA 1972 (and S.114 Local Government and Finance Act 1988) – the officer responsible for the proper administration of the Council’s financial affairs.	Director of Resources
S.225(1) LGA 1972 – the officer to receive and retain statutory documents of behalf of the authority.	Assistant Chief Executive (Legal Services)
S.229(5) LGA 1972 – the officer to certify copies of documents.	Assistant Chief Executive (Legal Services)
S.234(1) and (2) LGA 1972 - the officer to authenticate documents of behalf of the Council.	Chief Executive, Assistant Chief Executive, Assistant Chief Executive (Legal Services) and all Directors
S.238 LGA 1972 – the officer to certify printed copies of byelaws.	Assistant Chief Executive (Legal Services)
S.248 LGA 1972 – the officer responsible for keeping the roll of freemen.	Assistant Chief Executive
Schedule 12 (para. 4(3)) LGA 1972 – the officer responsible for the receipt of notices regarding the address to which a summons to a meeting is to be sent.	Assistant Chief Executive
Schedule 14 (para. 25(7)) LGA 1972 – the officer responsible for true copies of resolutions.	Assistant Chief Executive (Legal Services)
Schedule 29 (para. 41) LGA 1972 – the officer responsible for the exercise of functions under Ss 9(1) and (2), 13(2)h and (3)b and 20 (b) Registration Services Act 1953.	Assistant Chief Executive
S.41 Local Government (Miscellaneous Provisions) Act 1976 – the officer to certify as evidence of resolutions of proceedings.	Assistant Chief Executive (Legal Services)
S.2 Local Government and Housing Act (LG&HA) 1989 – the officer to hold on deposit the list of politically restricted posts.	Assistant Chief Executive

S.3 LG&HA 1989 – Employers Certificate for exemption from politically restricted posts.	Assistant Chief Executive (Legal Services)
S.4 LG&HA 1989 – the Head of the Paid Service.	Chief Executive
S.5 LG&HA 1989 – the Monitoring Officer.	Assistant Chief Executive (Legal Services)
S.15 LG&HA 1989 – the officer to receive notices relating to the membership of political groups.	Chief Executive
Local Government Act 2000 and the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 – the officer responsible for ensuring that a proper record is kept of executive decisions and that the Council’s forward plan is published.	Assistant Chief Executive
Ss. 3 and 19 Land Charges Act 1975 – the Local Registrar.	Corporate Director of Environment and Culture
Ss 11, 18, 20, 21, 22, 24, 29, and 31 – Public Health (Control of Disease) Act 1984; Regulations 8 and 9 and Schedules 3 and 4 – Public Health (Infectious Diseases) Regulations 1988 – notification and control powers for communicable diseases	Trading Standards and Environmental Health Commercial - Health and Safety Team Leader and Principal
Ss 36, 40, 42, 43 and 48 – Public Health (Control of Disease) Act 1984; Regulations 6, 9, 10 and Schedules 3 and 4 – Public Health (Infectious Diseases) Regulations 1988 – notification and control powers for communicable diseases	Consultant in Communicable Disease Control and Health Protection, Consultants in Public Health employed by the North East London Health Protection Unit or North East London Primary Care Trust respectively
S 47 National Assistance Act 1948 as amended by the National Assistance Act 1951 – removal of persons to suitable accommodation in specified circumstances	Corporate Director Social Services
Regulations 18, 19 20 Milk and Dairies (General) Regulations 1959 – pasteurisation orders	Corporate Director of Environment and Culture

Ss 84 and 85 Public Health Act 1936 – cleansing of filthy or verminous articles, persons or clothing	Corporate Director of Environment and Culture
S 37 Public Health Act 1961 – disinfestation of verminous articles offered for sale	Corporate Director of Environment and Culture
Schedule 12, Local Government Act 1972, Part 1 paragraph 4(2)(b) – summons to attend Council meeting	Chief Executive

### **3.10.2 URGENT ACTIONS**

**3.10.3** The “Proper Officer” for the purposes of urgent action referred to under the Rules of Procedure in Part 4 rule 4.3 Budget and Policy Framework shall be the Chief Executive or such person appointed from time to time to deputise in the absence of the Chief Executive.

### **3.11 ADVISORY BODIES AND WORKING PARTIES**

**3.11.1** The Leader and/or the Chief Executive may from time to time establish working parties or advisory bodies which include in their membership Councillors and/or officers and/or representatives from partner organisations or the local community. These are not constituted as Committees or Sub Committees of the Council and are not authorised to make decisions on behalf of the Council. A list of such bodies is maintained and updated by the Assistant Chief Executive.



**Part 1**  
**General Delegations**

**Human Resources Management**

**1. Establishment**

Decision		Director	Service Head	Section Head	Notes
1.1	Making changes to the establishment. Creating and deleting posts	√	√		Changes must be funded from within the Service Head's approved budget
1.2	Making changes to job documentation (JDs and person specifications)	√	√	√	
1.3	Making changes to the structure and reporting lines	√	√		

**2. Appointments**

Decision		Director	Service Head	Section Head	Notes
2.1	Deciding to fill vacant posts	√	√	√	
2.2	Taking decisions on the recruitment process for individual posts	√	√	√	
2.3	Chairing appointments panels and making appointments	√	√	√	Posts at Service Head level and above are member appointments except in the Chief Executive's Directorate. Panels for Section Head appointments must be chaired by Service Heads or Directors
2.4	Deciding whether to proceed with appointments in the light of references, medicals and criminal record checks	√	√	√	

2.5	Determining whether the probation period for a new recruit has been successfully completed	√	√		Termination of contracts following an unsuccessful probation period must be approved by Service Heads or Directors.
2.6	Approving acting up and cover arrangements	√	√		
2.7	Authorising transfers and secondments	√	√		
2.8	Procuring/engaging agency and temporary staff	√	√		

### 3. Remuneration

Decision		Director	Service Head	Section Head	Notes
3.1	Authorising a request for a post to be graded or regraded.	√	√		
3.2	Authorising essential car user status and entitlement to car and season ticket loans	√			These may also be authorised by the Service Head Corporate HR. Currently under review.
3.3	Approving annual increments	√	√	√	
3.4	Awarding honoraria and ex-gratia payments	√	√		
3.5	Approving acting up allowances	√	√		
3.6	Approving or authorising pay supplements that form part of a member of staff's terms of employment e.g. overtime, bonus etc.	√	√	√	
3.7	Authorising expenses and allowances	√	√	√	

### 4. Disciplinary, capability, sickness management and grievances

Decision		Director	Service Head	Section Head	Notes
4.1	Suspending a member of staff	√	√		
4.2	Instructing a member of staff to leave the premises	√	√	√	
4.3	Initiating disciplinary proceedings/confirming disciplinary charges	√	√	√	
4.4	Chairing a disciplinary panel for charges that may lead to action up to a final warning	√	√	√	

4.5	Chairing a disciplinary panel for charges that may lead to dismissal	√	√		
4.6	Initiating performance/capability procedure	√	√	√	
4.7	Chairing a performance panel	√	√	√	
4.8	Confirming action taken under the performance procedure including dismissal	√	√		
4.9	Initiating action under the Sickness procedures including referral to Occupational Health and chairing a sickness review meeting	√	√	√	
4.10	Terminating a member of staff's contract under the terms of the sickness procedures	√	√	√	
4.11	Determining complaints under the Grievance or CHAD (harassment) Procedures	√	√	√	
4.12	Determining appeals under the Grievance or CHAD Procedures	√	√		

## 5. Attendance

Decision		Director	Service Head	Section Head	Notes
5.1	Agreeing changes to an individual's contractual hours	√	√	√	
5.2	Agreeing hours of attendance	√	√		
5.3	Agreeing the application of any flexible or shift working arrangements	√	√		
5.4	Agreeing home working arrangements	√	√		
5.5	Approving annual leave and flexi leave	√	√	√	
5.6	Approving carry over leave	√			
5.7	Approving special leave	√	√		
5.8	Approving training (time off and costs)	√	√	√	
5.9	Approving time off with pay	√	√		
5.10	Approving leave without pay	√	√		

## 6. Leavers

Decision		Director	Service Head	Section Head	Notes
6.1	Confirming resignations	√	√	√	
6.2	Providing references	√	√	√	
6.3	Agreeing terms on which staff leave the Council e.g. outstanding leave, notice to be worked etc.	√	√	√	
6.4	Designating a member of staff as a redeployee	√	√		
6.5	Agreeing redundancy/early retirement	√	√		

## Financial Management

### 7. Managing budgets

Decision		Director	Service Head	Section Head	Notes
7.1	Incurring expenditure within approved budget limits	√	√	√	May be delegated further to designated budget managers
7.2	Authorising virements within approved service budget	√	√	√	Ditto
7.3	Authorising virements between approved service budgets	√			Up to £250,000 under delegated authority

### 8. Payroll

Decision		Director	Service Head	Section Head	Notes
8.1	Authorising payroll submissions	√	√		Includes authority to include a new employee on the payroll
8.2	Authorising payroll corrections	√	√		

## 9. Income

Decision		Director	Service Head	Section Head	Notes
9.1	Determining whether income is due	√	√	√	Delegated further to budget managers/operational staff as required.
9.2	Determining local fee rates	√			Where authorised by Cabinet
9.3	Initiating debt recovery action	√	√	√	No decision required- administrative task. Decision <u>not</u> to pursue a debt needs to be a delegated decision-see below (writing off debts)
9.4	Cancelling and reversal of debts	√	√	√	Cancellation of debt raised in error Administrative task providing there is documented audit trail.
9.5	Writing off debts	√	√		Up to £20,000 with written agreement of Director of Resources. Over £20,000 with written agreement of DofR and ACE Legal Services

## 10. Purchasing and Procurement

Decision		Director	Service Head	Section Head	Notes
10.1	Seeking tenders and quotations within approved limits	√	√		Subject to Procurement Manual
10.2	Awarding contracts within approved limits	√	√		Subject to Procurement Manual
10.3	Placing orders	√	√		Subject to Procurement Manual
10.4	Authorising variations to contracts within approved limits	√	√		Subject to Procurement Manual
10.5	Terminating contracts	√			Subject to legal advice
10.6	Authorising invoices	√	√	√	May be delegated further within Directorates to designated budget managers.
10.7	Maintaining an inventory of assets	√	√	√	
10.8	Disposal of Assets	√	√		Subject to guidance in Financial Procedures

## **General Management**

### **11. Authorisations**

<b>Decision</b>		<b>Director</b>	<b>Service Head</b>	<b>Section Head</b>	<b>Notes</b>
11.1	Signing off reports to Cabinet and committee	√			
11.2	Signing off Government and other returns	√			
11.3	Signing off bids and applications for funding	√			
11.4	Approving service and business plans	√			

### **12. Complaints**

<b>Decision</b>		<b>Director</b>	<b>Service Head</b>	<b>Section Head</b>	<b>Notes</b>
12.1	Determining complaints	√	√	√	
12.2	Authorising compensation	√	√	√	Subject to financial limits - Service Head £25,000 and Section Head £3,000

### **13. Engaging Specialists**

<b>Decision</b>		<b>Director</b>	<b>Service Head</b>	<b>Section Head</b>	<b>Notes</b>
13.1	Engaging legal advice and entering into legal actions	√	√		Subject to consultation with Assistant Chief Executive (Legal Services)
13.2	Engaging consultants	√	√		

# Part 4 – Rules of Procedure

## 4.1. Council Procedure Rules

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## **1. ANNUAL MEETING OF THE COUNCIL**

**1.1 Timing and Business.** In a year when there is an ordinary election of councillors, the annual meeting will take place within 21 days of the retirement of the outgoing councillors. In any other year, the annual meeting will take place in March, April or May.

The annual meeting will:

- 1.1.1** elect a person to preside if the Mayor is not present;
- 1.1.2** elect the Mayor;
- 1.1.3** elect the Deputy Mayor;
- 1.1.4** receive any declarations of interest;
- 1.1.5** approve the minutes of the last meeting;
- 1.1.6** receive any announcements from the Mayor and/or the Chief Executive;
- 1.1.7** elect the Leader;
- 1.1.8** agree the number of Members to be appointed to the Executive and appoint those Members of the Cabinet;
- 1.1.9** appoint at least one Overview and Scrutiny Committee, a Standards Committee and such other Committees as the Council considers appropriate to deal with matters which are neither reserved to the Council nor are executive functions (as set out in Part 3 of this Constitution);
- 1.1.10** agree the scheme of delegation or such part of it as the Constitution determines it is for the Council to agree as set out in Part 3 of this Constitution
- 1.1.11** approve a programme of ordinary meetings of the Council for the year (if not already agreed): and
- 1.1.12** consider any business set out in the notice convening the meeting.



## **1.2 Selection of Councillors on Committees**

**1.2.1** At the annual meeting, the Council will:

- decide which Committees to establish for the municipal year;
- decide the size and terms of reference for those Committees;
- decide the allocation of seats to political groups in accordance with the political balance rules;
- receive nominations of Councillors to serve on each Committee; and
- appoint to those Committees except where appointments have been delegated by the Council or are exercisable only by the Executive.

**1.2.2** But this is without prejudice to the right of the Council at any time to establish or dissolve any Committee or to review its size and terms of reference.

## **2. ORDINARY MEETINGS**

**2.1** Ordinary meetings of the Council will take place in accordance with a programme decided at the Council's annual meeting. Ordinary meetings will:

- 2.1.1** elect a person to preside if the Mayor or Deputy Mayor is not present;
- 2.1.2** approve the minutes of the last meeting;
- 2.1.3** receive any declarations of interest from Members;
- 2.1.4** receive any announcements from the Mayor, Leader, Members of the Cabinet or the Chief Executive;
- 2.1.5** receive any petitions or deputations;

- 2.1.6** receive any questions from, and provide answers to, the public in relation to matters which in the opinion of the person presiding at the meeting are relevant to the business of the meeting;
- 2.1.7** receive any questions from Members of the Council;
- 2.1.8** deal with any business from the last Council meeting;
- 2.1.9** receive reports from the Executive and the Council's Committees requiring a decision and receive questions and answers on any of those reports as required by law or specifically referred by those bodies;
- 2.1.10** receive reports about and receive questions and answers on the business of joint arrangements and external organisations;
- 2.1.11** consider motions as set out in Rule 13; and
- 2.1.12** consider other business specified in the summons to the meeting.

### **3. EXTRAORDINARY MEETINGS**

**3.1 Calling Extraordinary Meetings.** Those listed below may request the Chief Executive to call Council meetings in addition to ordinary meetings:

- 3.1.1** the Council by resolution;
- 3.1.2** the Mayor;
- 3.1.3** the Monitoring Officer; and
- 3.1.4** any five Members of the Council if they have signed a requisition presented to the Mayor and s/he has refused to call a meeting or has failed to call a meeting within seven days of the presentation of the requisition.

**3.2** When requested the Chief Executive shall call a meeting of the Council unless s/he is of the opinion that the holding of such a meeting would not be an efficient use of resources and/or the

business to be discussed at the proposed meeting can conveniently wait until the next ordinary meeting of the Council.

**3.3 Business.** No business may be conducted at an extraordinary meeting other than that specified in the resolution, request or requisition which led to its being called.

#### **4. APPOINTMENT OF SUBSTITUTE MEMBERS OF COMMITTEES AND SUB-COMMITTEES**

**4.1 Allocation.** As well as allocating seats on Committees and Sub-Committees, the Council will allocate seats in the same manner for substitute Members.

**4.2 Number.** For each Committee or Sub-Committee, the Council will appoint the same number of substitutes in respect of each political group as that group holds ordinary seats on that Committee or Sub-Committee, up to a maximum of three per Member.

**4.3 Powers and Duties.** Substitute Members will have all the powers and duties of any ordinary Member of the Committee but will not be able to exercise any special powers or duties exercisable by the person they are substituting.

**4.4 Substitution.** Substitute Members may attend meetings in that capacity only:

**4.4.1** to take the place of the ordinary Member for whom they are the designated substitute;

**4.4.2** where the ordinary Member will be absent for the whole of the meeting; and

**4.4.3** after notifying the Assistant Chief Executive (or her/his representative at the meeting) by the time scheduled for the start of the meeting of the intended substitution

## **5. TIME AND PLACE OF MEETINGS/APPLICATION OF PROCEDURE RULES TO COMMITTEES AND SUB COMMITTEES**

**5.1** All Council meetings will commence at 7.30 p.m. unless the Council or the Chair decides otherwise. The place of meetings will be determined by the Chief Executive.

**5.2** Rules 5 to 10, 17.1, 17.2, 17.3, 17.5, 17.6 and Rules 18 to 26 apply to meetings of all Committees and Sub-Committees, except that Rule 9 (Duration of Meetings) does not apply to meetings of any Committee, Sub-Committee or panel at which the appointment of staff is being considered.

## **6. NOTICE OF AND SUMMONS TO MEETINGS**

**6.1** The Chief Executive will give notice to the public of the time and place of any meeting of the full Council in accordance with the Access to Information Procedure Rules. At least 5 clear days before a meeting, the Chief Executive will send a summons signed by her or him by post to every Member of the Council or leave it at their usual place of residence. The summons will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such reports as are available. Clear days excludes the day of the meeting, the day on which the meeting is called, weekends and bank holidays.

**6.2** The Assistant Chief Executive or her/his designated nominee will give notice to the public of the time and place of all other meetings as required by the Access to Information Procedure Rules. The notification will be given at least five clear days before the meeting specifying the business to be transacted, and will be accompanied by such reports as are available. Clear days excludes the day of the meeting, the day on which the meeting is called, weekends and bank holidays.

## **7. CHAIR OF MEETING**

**7.1** The person presiding at a meeting of any Committee or Sub-Committee may exercise any power or duty of the Mayor. Where these rules apply to meetings of Committees and Sub-

Committees, references to the Mayor also include the Chairs of Committees and Sub-Committees.

## **8. QUORUM**

- 8.1** Subject to any specific statutory requirement, and to any specific quorum requirements set out in the terms of reference of a particular body, the quorum of a meeting will be one quarter of the whole number of Members or three voting Members, whichever is the greater. If a quorum is not reached 15 minutes after the time appointed for the start of the meeting, the meeting will stand adjourned. During any meeting if the Mayor counts the number of Members present and declares there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Mayor. If s/he does not fix a date, the remaining business will be considered at the next ordinary meeting.

## **9. DURATION OF MEETING**

- 9.1** All meetings of the Council will end after it has sat for three hours, except that an extension may be agreed by resolution to extend the meeting for no more than half an hour, except or in the case of the Licensing and Development Committees only where an extension may be for no more than one hour, or also in respect of those two Committees only, to conclude the item/application under consideration, provided that no meeting of those two Committees may extend beyond 11.30pm in any event.

## **10. CANCELLATION OF MEETINGS**

- 10.1** The Chief Executive is authorised to cancel a meeting of the Council if it is deemed that there is insufficient business to transact or some other appropriate reason warranting its cancellation. Before exercising this authority, the Chief Executive will normally consult with the Mayor, the Leader of the Council and the Leader of the main opposition group.
- 10.2** For meetings of the Cabinet and all other Committees, the Chief Executive is authorised to cancel a meeting subject to there being an appropriate reason as indicated in 10.1 above. Before exercising this authority, the Chief Executive will normally

consult with the Leader of the Council or the Chair of the relevant Committee, as appropriate.

## **11. QUESTIONS BY THE PUBLIC**

**11.1 General.** Members of the public who live or work in the borough may ask questions of Members of the Executive at ordinary meetings of the Council.

**11.2 Order of Questions.** Where provision is made for questions by the public at a Council meeting, a maximum of thirty minutes will be allowed. Questions will be asked in the order of which notice of them was received, except that the Mayor may group together similar questions.

**11.3 Notice of Questions.** A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Assistant Chief Executive no later than midday seven clear days before the day of the meeting. Each question must give the name and address of the questioner and must name the Member of the Council to whom it is to be put.

**11.4 Number of Questions.** At any one meeting no person may submit more than one question and no more than one question may be asked on behalf of any one organisation.

**11.5 Scope of Questions.** The Assistant Chief Executive may reject a question if it:

- is not about a matter for which the local authority has a responsibility or which affects the borough;
- is defamatory , frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Council in the past six months;
- requires the disclosure of confidential or exempt information;
- seeks to pursue or further a complaint against the Council, where other channels already exist for the determination of complaints.

If a question is rejected the person who submitted it will be notified in writing before the meeting and given the reasons for the rejection.

**11.6 Record of Questions.** The Assistant Chief Executive will enter each question in a book open to public inspection and will immediately send a copy of the question to the Member to whom it is to be put. Rejected questions will include reasons for rejection. Copies of all questions will be circulated to all Members and will be made available to the public attending the meeting.

**11.7 Asking the Question at the Meeting.** The Mayor will invite the questioner to put the question to the Member named in the notice. If a questioner who has submitted a written question is unable to be present, the question will not be dealt with.

**11.8 Supplementary Question.** A questioner who has put a question in person may also put one brief supplementary question without notice to the Member who has replied to her or his original question. A supplementary question must arise directly out of the original request or reply. The Mayor may reject a supplementary question on any of the grounds in rule 11.5 above or if the question takes the form of a speech.

**11.9 Written Answers.** Any question which cannot be dealt with during public question time, either because of lack of time or because of the non-attendance of the Member to whom it was to be put, will be dealt with by a written answer. Oral responses will be time-limited to two minutes. Supplementary questions and responses will also be time-limited to two minutes each.

**11.10 Reference of Question to the Executive or a Committee.** Unless the Mayor decides otherwise, no discussion will take place on any question, but any Member may move that the matter raised by a question be referred to the Executive or the appropriate Committee or Sub-Committee. Once seconded, such a motion will be voted on without discussion.

**11.11 Limitation.** An individual or group may only either submit a question or submit a petition or make a deputation to the Council on the same subject at any given meeting.

## **12. QUESTIONS BY MEMBERS**

**12.1 On Reports of the Executive or Committees.** A Member may ask the Leader or the Chair of a Committee questions without

notice about an item in a report of the Executive or of that Committee when it is being considered.

**12.2 Questions on Notice at Full Council.** Subject to rule 12.3, a Member may ask the Mayor, the Leader, any Member of the Cabinet or the Chair of any Committee or Sub-Committee a question about any matter in relation to which the Council has powers or duties or which affects the borough.

**12.3 Notice of Questions.** A Member may only ask a question under Rule 12.2 if either:

- a) notice in writing of the question has been given by 12 noon at least 7 clear days before the meeting to the Assistant Chief Executive; or
- b) the question relates to urgent matters, they have the consent of the Member to whom the question is to be put and the content of the question is given to the Assistant Chief Executive by 12 noon on the day of the meeting.

**12.4 Scope of Questions.** The Assistant Chief Executive may reject a question if it:

- is not about a matter for which the local authority has a responsibility or which affects the borough;
- is defamatory , frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Council in the past six months;
- requires the disclosure of confidential or exempt information;
- seeks to pursue or further a complaint against the Council, where other channels already exist for the determination of complaints.

If a question is rejected the Member who submitted it will be notified in writing before the meeting and given the reasons for the rejection.

**12.4 Response.** An answer may take the form of:

- a) a written answer circulated to the questioner;



- b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- c) where the reply cannot conveniently be given in writing, a direct oral answer.

**12.5 Supplementary Question.** A Member asking a question under Rule 12.2 may ask one supplementary question without notice, but the supplementary question must arise directly out of the original question or reply. The Mayor may reject a supplementary question on any of the grounds in Rule 12.4 above or if the question takes the form of a speech.

**12.6** The provisions of 12.2 above also apply to questions about the business of a joint authority of which the Council is a partner or questions about the activities of a company or external organisations to which the Council nominates and in these cases the question is put to the Member who has been appointed as the Council's representative.

**12.7** Questions are limited to one per Member per meeting, plus one supplementary question unless the Member has indicated that only a written reply is required and in these circumstances a supplementary question is not permitted.

**12.8** Written responses will be available to Members one hour before the start of the meeting. Oral responses will be time-limited to two minutes. Supplementary questions and responses will also be time-limited to two minutes each.

**12.9** There will be a time-limit of thirty minutes on Members' questions with no extension of time, and questions not dealt with in this time will be dealt with by written responses. The Mayor will decide the time allocated to each question.

**12.10** Members must confine their contributions to questions and answers and not make statements or attempt to debate. The Mayor will decide whether a Member is contravening this rule and stop the Member concerned. The Mayor's ruling will be final.

### **13. MOTIONS – ON NOTICE**

**13.1 Notice.** Except for motions which can be moved without notice under Rules 14 and 15, written notice of every motion, signed by the Member proposing the motion and a seconder, must be delivered to the Assistant Chief Executive not later than midday seven clear days before the date of the meeting. These will be entered in a book open to inspection by the public. For any meeting, no Member may submit more than one motion by way of written notice.

**13.2 Order of Motions .** A maximum of thirty minutes will be allowed for the consideration of motions, which will be included in agenda in the order of which notice of them was received , unless the Member giving notice states, in writing, that they propose to move their motion to a later meeting or to withdraw it.

**13.3 Scope of Motions.** Motions must be about matters for which the Council has a responsibility or which affect the area. The Assistant Chief Executive may reject a motion if it:

- is not about a matter for which the local authority has a responsibility or which affects the borough;
- is defamatory , frivolous or offensive;
- is substantially the same as a motion which has been put at a meeting of the Council in the past six months and does not meet the requirements of Rule 16.2;
- requires the disclosure of confidential or exempt information; seeks to pursue or further a complaint against the Council, where other channels already exist for the determination of complaints.

If a question is rejected the person who submitted it will be notified in writing before the meeting and given the reasons for the rejection. The Mayor may also, on the advice of the Chief Executive, refuse any motion which contravenes these requirements.

## **14. MOTIONS AND AMENDMENTS – WITHOUT NOTICE**

**14.1** The following motions and amendments may be moved without notice provided they do not contravene the requirements of Rule 13.3 above:-

- 14.1.1** to appoint a Chair of the meeting at which the motion is moved;
- 14.1.2** in relation to the accuracy of the Minutes;
- 14.1.3** to change the order of business in the Agenda;
- 14.1.4** to refer something to an appropriate body or individual;
- 14.1.5** to appoint a Committee or Member arising from an item on the summons for the meeting;
- 14.1.6** to receive reports and recommendations of Committees or officers and to make any decisions necessarily arising;
- 14.1.7** to withdraw a motion;
- 14.1.8** to amend a motion;
- 14.1.9** to proceed to the next business;
- 14.1.10** that the question be now put;
- 14.1.11** to adjourn a debate;
- 14.1.12** to adjourn a meeting;
- 14.1.13** to extend the meeting under Rule 9:
- 14.1.14** to suspend a Procedure Rule to which Rule 26 applies;
- 14.1.15** to exclude the public in accordance with the Access to Information Procedure Rules;
- 14.1.16** not to hear a Member further or to require a Member to leave the meeting; and
- 14.1.17** to give the consent of the Council where its consent is required by this Constitution.

## **15. RULES OF DEBATE**

**15.1 No Speeches to be made until Motion Seconded.** No speeches may be made after the mover has moved a proposal and explained the purpose of it until the motion has been seconded.

**15.2 Right to Require a Motion in Writing.** Unless notice of the motion has already been given, the Mayor may require it to be written down and handed to her/him before it is discussed.

**15.3 Secunder's Speech.** When seconding a motion or amendment, a Member may reserve her/his speech until later in the debate.

**15.4 Content and Length of Speeches.** Speeches must be directed to the question under discussion or to a personal explanation or point of order. No speech may exceed 5 minutes without the consent of the Mayor.

**15.5 When a Member May Speak Again.** A Member who has spoken on a motion may not speak again whilst it is the subject of debate, except:

- a) to speak once on an amendment moved by another Member;
- b) to move a further amendment if the motion has been amended since s/he last spoke;
- c) if her/his first speech was on an amendment moved by another Member, to speak on the main issues (whether or not the amendment on which s/he spoke was carried);
- d) to exercise a right of reply;
- e) on a point of order; and
- f) by way of personal explanation.

## **15.6 Amendments to Motions.**

**15.6.1** An amendment must be relevant to the motion and may:-

- (i) refer the motion to an appropriate body or individual for consideration or re-consideration
- (ii) leave out words
- (iii) leave out words and insert or add others;
- (iv) insert or add words;

as long as the effect is not to negate the motion.

**15.6.2** Only one amendment may be moved and discussed at any one time. No further amendment may be moved until the amendment under discussion has been disposed of.

**15.6.3** If an amendment is not carried, other amendments to the original motion may be moved.

**15.6.4** If an amendment is carried, the motion as amended takes the place of the original motion. This becomes the substantive motion to which any further amendments are moved.

**15.6.5** After an amendment has been carried, the Mayor will read out the amended motion before accepting any further amendment, or if there are none, put it to the vote.

## **15.7 Alteration of Motion.**

**15.7.1** A Member may alter a motion of which s/he has given notice with the consent of the meeting. The meeting's consent will be signified without discussion.

**15.7.2** A Member may alter a motion which s/he has moved without notice with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion.

**15.7.3** Only alterations which could be made as an amendment may be made.

**15.8 Withdrawal of Motion.** A Member may withdraw a motion which s/he has moved with the consent of both the meeting and the seconder. The meeting's consent will be signified without discussion. No Member may speak on the motion after the mover has asked permission to withdraw it unless permission is refused.

### **15.9 Right of Reply**

**15.9.1** The mover of a motion has a right to reply at the close of the debate on the motion, immediately before it is put to the vote.

**15.9.2** If an amendment is moved, the mover of the original motion also has a right of reply at the close of debate on the amendment, but may not otherwise speak on the amendment.

**15.9.3** The mover of an amendment shall have no right of reply to the debate on the amendment.

### **15.10 Motions Which may be Moved During Debate.**

When a motion is under debate, no other motion may be moved except the following:

**15.10.1** to withdraw the motion

**15.10.2** to amend the motion;

**15.10.3** to proceed to the next business;

**15.10.4** that the question be now put;

**15.10.5** to adjourn a debate;

**15.10.6** to adjourn a meeting;

**15.10.7** That the meeting continue for a further 30 minutes;

**15.10.8** to exclude the press and public; and

**15.10.9** that a Member be not further heard or to exclude the Member from the meeting.

### **15.11 Closure Motions**

**15.11.1** A Member may move without comment the following motions at the end of a speech of another Member:

- (i) to proceed to next business;
- (ii) that the question be now put;
- (iii) to adjourn a debate; or
- (iv) to adjourn a meeting.

**15.11.2** If a motion to proceed to next business is seconded and the Mayor thinks the item under discussion has been sufficiently discussed, s/he will give the mover of the original motion a right of reply and then put the procedural motion to the vote.

**15.11.3** If a motion that the question be now put is seconded and the Mayor thinks the item has been sufficiently discussed, s/he will put the procedural motion to the vote. If it is passed, s/he will give the mover of the original motion a right of reply before putting her/his motion to the vote.

**15.11.4** If a motion to adjourn the debate or adjourn the meeting is seconded and the Mayor thinks the item has not been sufficiently discussed and cannot reasonably be discussed on that occasion, s/he will put the procedural motion to the vote without giving the mover of the original motion the right of reply.

**15.12 Point of Order.** A Member may raise a point of order at any time and the Mayor will hear them immediately. A point of order may only relate to the alleged breach of these Council Procedure Rules or the law. The Member must indicate the rule or law and the way in which it has been s/he considers it has

been broken. The ruling of the Mayor on the matter will be final.

**15.13 Personal Explanation.** A Member may make a personal explanation at any time. A personal explanation may only relate to some material part of an earlier speech by the Member which may appear to have been misunderstood in the present debate. The ruling of the Mayor on the admissibility of a personal explanation will be final.

## **16. PREVIOUS DECISIONS AND MOTIONS**

**16.1 Motion to Rescind a Previous Decision.** A motion to rescind a decision arising from a motion moved and adopted at a Council meeting within the past six months cannot be moved unless the notice of motion is signed by at least twenty Members.

**16.2 Motion Similar to one Previously Rejected.** A motion or amendment in similar terms to one which has been rejected at a Council meeting within the past six months cannot be moved unless notice of motion or amendment is given signed by at least twenty Members.

**16.3** Once a motion or amendment to which this Rule applies has been dealt with, no Member can propose a similar motion or amendment within the next four months.

## **17. VOTING**

**17.1 Majority.** Unless this Constitution (or the law) provides otherwise any matter will be decided by a simple majority of those present and voting in the room at the time the question was put.

**17.2 Mayor's Casting Vote.** If there are equal numbers of votes for and against, the Mayor will have a second or casting vote. There will be no restriction on how the Mayor chooses to exercise a casting vote.

**17.3 Show of Hands.** Unless a recorded vote is demanded the Mayor will take the vote by a show of hands, or if there is no dissent, by the affirmation of the meeting. A recorded vote must be



demanded before a vote is taken by a show of hands on the same matter.

**17.4 Recorded Vote.** If ten Members present at the meeting demand it, the names for and against the motion or amendment or abstaining from voting will be taken down in writing and entered into the minutes.

**17.5 Right to Require Individual Vote to be Recorded** Where any Member requests it immediately after a vote by a show of hands is taken, their vote will be so recorded in the minutes to show whether they voted for or against the motion or abstained from voting.

**17.6 Voting on Appointments.** If there are more than two people nominated for any position to be filled and there is not a clear majority of votes in favour of one person, then the name of the person with the least number of votes will be taken off the posts and a new vote taken. The process will continue until there is a majority of votes for one person.

## **18. MINUTES**

**18.1 Signing the Minutes.** The Mayor will sign the minutes at the next available meeting. The Mayor will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.

**18.2 No Requirement to Sign Minutes of Previous Meeting at an Extraordinary Meeting.** Where in relation to any meeting, the next meeting for the purposes of signing the minutes is a meeting called under paragraph 3 of schedule 12 to the Local Government Act 1972 (an extraordinary meeting), then the next following meeting (being a meeting called otherwise than under that paragraph) will be treated as a suitable meeting for the purposes of paragraph 41 (1) and (2) of schedule 12 relating to the signing of minutes.

**18.3 Form of Minutes.** Minutes will contain all motions and amendments in the exact form and order the Mayor put them.

## **19. PETITIONS**

**19.1** Petitions may be presented by residents of the borough whose names appear in the Register of Electors or by a Councillor at any ordinary meeting of the Council. They must be about matters for which the Council has a responsibility or which affect the area. The Mayor may, on the advice of the Chief Executive, refuse a petition which is illegal, scurrilous, improper or out of order. A maximum of 3 petitions only will be permitted at any meeting and will be selected in the order notice is received.

**19.2** A person wishing to present a petition must give notice in writing to the Assistant Chief Executive by 12 noon at least seven clear days before the meeting. The petition must contain signatures from at least 30 persons with residential or business addresses in the borough. If it does not, the petition will not be able to be submitted to the meeting.

**19.3 Scope of Petition.** The Assistant Chief Executive may reject a petition if it:

- is not about a matter for which the local authority has a responsibility or which affects the borough;
- is defamatory , frivolous or offensive;
- is substantially the same as a petition which has been put at a meeting of the Council in the past six months;
- requires the disclosure of confidential or exempt information; seeks to pursue or further a complaint against the Council, where other channels already exist for the determination of complaints.

In addition, a petition to any Cabinet, Committee or Sub-Committee meeting must relate to an item of business being considered at that meeting.

If a petition is rejected the person who submitted it will be notified in writing before the meeting and given the reasons for the rejection.**19.3** The person presenting the petition may address the meeting for five minutes. Members may question petitioners for a further five minutes (consider whether to retain questions).

**19.4** The relevant Lead Member or Chair of Committee may then respond to the petition for up to three minutes.

**19.5** Any outstanding issues will be referred to the relevant Corporate Director for attention who will respond to those outstanding issues in writing within 28 days.

**19.6 Limitation.** An individual or group may only either submit a question or submit a petition or make a deputation to the Council on the same subject at any given meeting.

## **20. DEPUTATIONS**

**20.1** Deputations may be received at any meeting of the Council provided that written notice is given to the Assistant Chief Executive by 12 noon at least seven clear days before the meeting. They must be about matters for which the Council has a responsibility or which affect the area. The notice must be signed by at least five persons with addresses in the borough and set out the subject which the deputation wishes to raise and how it relates to the Council's functions or affects the area.

**20.2 Scope of Deputation.** The Assistant Chief Executive may reject a deputation if it:

- is not about a matter for which the local authority has a responsibility or which affects the borough;
- is defamatory, frivolous or offensive;
- is substantially the same as a deputation which has been put at a meeting of the Council in the past six months;
- requires the disclosure of confidential or exempt information;
- seeks to pursue or further a complaint against the Council, where other channels already exist for the determination of complaints.

In addition, a deputation to any Cabinet, Committee or Sub-Committee meeting must relate to an item of business being considered at that meeting.

If a deputation is rejected the person who submitted it will be notified in writing before the meeting and given the reasons for the rejection.

**20.3.** A maximum of three deputations only will be permitted at any meeting and they will be selected in the order notice is received.

**20.4** A deputation may consist of up to five people, of whom no more than two may speak, except to answer Members' questions.

**20.5** The deputation may address the meeting for no more than five minutes and Members may then question the deputation for a further five minutes (consider whether to retain questions).

**20.6** The relevant Lead Member or Chair of Committee may then respond to the deputation for up to three minutes.

**20.7** Any outstanding issues in question will be referred to the relevant Corporate Director for attention who will respond to those outstanding issues in writing within 28 days.

**20.8 Limitation.** An individual or group may only either submit a question or submit a petition or make a deputation to the Council on the same subject at any given meeting.

## **21. STANDARDS COMMITTEE REPORTS**

**21.1** The Independent Chair of the Standards Committee shall be entitled to address the Council on any report referred to it by the Standards Committee which has implications for ethical governance.

## **22. RECORD OF ATTENDANCE**

All Members present during the whole or part of a meeting must sign their names on the attendance sheet before the conclusion of every meeting to assist with the record of attendance.

## **23. EXCLUSION OF THE PUBLIC**

Members of the public and press may only be excluded either in accordance with the Access to Information Procedure Rules in Part 4 of this Constitution or Rule 24 (disturbance by the public).

## **24. MEMBERS' CONDUCT**

**24.1** When the Mayor stands during a debate any Member(s) then standing must sit down and the Council must be silent.

**24.2** If a Member is guilty of misconduct by persistently disregarding the ruling of the Mayor, or by behaving irregularly, improperly or

offensively, or by deliberately obstructing business, any Member may move that that Member is not further heard. If seconded, the motion will be voted on without discussion.

**24.3** If the Member continues to behave improperly after such a motion is carried, any Member may move either that the Member leave the meeting or that the meeting be adjourned for a specified period. If seconded, the motion will be voted on without discussion.

**24.4** If there is a general disturbance making orderly business impossible, the Mayor may adjourn the meeting for as long as s/he thinks necessary.

## **25. DISTURBANCE BY PUBLIC**

**25.1** If a Member of the public interrupts proceedings, the Mayor will warn the person concerned and, if the interruption continues, will order the person's removal from the Council Chamber

**25.2** If there is a general disturbance in any part of the Council Chamber open to the public the Mayor shall order that part to be cleared.

## **26 SMOKING AT MEETINGS**

**26.1** Smoking will not be permitted at any meeting of the Council.

## **27 SUSPENSION AND AMENDMENT OF COUNCIL PROCEDURE RULES**

### **27.1 Suspension**

**27.1.1** Any of the Council Procedure Rules to which this Rule applies may be suspended for all or part of the business of a meeting at which suspension is moved by a motion.

**27.1.2** Such a motion cannot be moved without notice unless at least one half of the whole number of Members of the Council are present.

**27.1.3** This Rule applies to the following Rules:-

Rules 11 to 16, 19 and 20.

## 4.2. Access to Information Procedure Rules

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### 1. SCOPE

- 1.1** These rules apply to all meetings of the Council, Overview and Scrutiny Committee, Scrutiny Panels, the Standards Committee, regulatory and other Committees, Sub-Committees and public meetings of the Executive (together called "meetings").

## **2. ADDITIONAL RIGHTS TO INFORMATION**

- 2.1** These rules do not affect any more specific rights to information contained elsewhere in this Constitution or the law.

## **3. RIGHTS TO ATTEND MEETINGS**

- 3.1** Members of the public may attend all meetings subject only to the exceptions in these rules.

## **4. NOTICE OF MEETING**

- 4.1** The Council will give at least 5 clear days notice of any meeting by posting details of the meeting at Tower Hamlets Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG (the designated office).

## **5. ACCESS TO AGENDA AND REPORTS BEFORE THE MEETING**

- 5.1** The Council will make copies of the agenda and reports open to the public available for inspection at the designated office at least 5 clear days before the meeting except

**5.1.1** where the meeting is convened at shorter notice, copies of the agenda and report shall be open to inspection from the time the meeting is convened, and

**5.1.2** where an item is added to an agenda copies of which are open to inspection by the public, copies of the item (and of the revised agenda) and copies of any report for the meeting relating to that item, shall be open to inspection from the time the item is added to the agenda.

## **6. ITEMS OF BUSINESS**

- 6.1** An item of business may not be considered at a meeting unless either:

**6.1.1** a copy of the agenda including the item (or a copy of the item) is open to inspection by a member of the public for at least five clear days before the meeting or, where the meeting is convened at shorter notice, from the time the meeting is convened; or

- 6.1.2** by reason of special circumstances, which shall be specified in the minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.
- 6.2** "Five clear days" excludes the day of the meeting, the day on which the meeting is called, weekends and bank holidays.
- 6.3** "Special circumstances" justifying an item being considered as a matter of urgency will relate to both why the decision could not be made by calling a meeting allowing the proper time for inspection as well as why the item or report could not have been available for inspection for five clear days before the meeting
- 6.4** Where the item of business relates to a key decision Rules 14-19 also apply.

## **7. SUPPLY OF COPIES**

**7.1** The Council will supply copies of:

- any agenda and reports which are open to public inspection;
- any further statements or particulars necessary to indicate the nature of the items in the agenda; and
- if the Assistant Chief Executive thinks fit, any other documents supplied to Councillors in connection with an item,

to any person on payment of a charge for postage and any other costs.

## **8. ACCESS TO MINUTES ETC AFTER THE MEETING**

**8.1** The Council will make available copies of the following for six years after a meeting:

- 8.1.1** the minutes of the meeting or records of decisions taken, together with reasons for all meetings excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;



- 8.1.2** a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
- 8.1.3** the agenda for the meeting; and
- 8.1.4** reports relating to items when the meeting was open to the public

## **9. BACKGROUND PAPERS**

**9.1** List of Background Papers. The Assistant Chief Executive will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in her/his opinion:

**9.1.1** disclose any facts or matters on which the report or an important part of the report is based; and

**9.1.2** which have been relied on to a material extent in preparing the report,

but does not include published works or those which disclose exempt or confidential information (as defined in Rule 11) and in respect of reports to the Executive, the advice of a political assistant.

**9.2 Public Inspection of Background Papers.** The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

## **10. SUMMARY OF PUBLIC'S RIGHTS**

**10.1** A written summary of the public's rights to attend meetings and to inspect and copy documents must be kept at and available to the public at the designated office.

## **11. EXCLUSION OF ACCESS BY THE PUBLIC TO MEETINGS**

**11.1 Confidential Information – Requirement to Exclude Public**  
The public *must* be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the

nature of the proceedings that confidential information would be disclosed.

**11.2 Exempt Information – Discretion to Exclude Public.** The public *may* be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**11.3** Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

**11.4 Meaning of Confidential Information.** *Confidential information* means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

**11.5 Meaning of Exempt Information.** *Exempt information* means information falling within the following categories:

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)

Information is not exempt under this category if it is required to be registered under the Companies Act 1985, the Friendly Societies Act 1974 and 1992, the Industrial and Provident Societies Acts 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a

Minister of the Crown and employees of, or office holders under, the authority.

5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
  - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

In relation to the Standards Committee or any sub committee of the Standards Committee the following additional categories apply:

- a) information which is subject to any obligation of confidentiality
- b) information which relates in any way to matters concerning national security
- c) the deliberations of a Standards Committee or sub committee established under the provisions of Part 3 of the Local Government Act 2000 in reaching any finding on a matter referred under the provisions of section 60(2) or (3), 64(2), 70(4) or (5) or 71(2) of that Act.

**11.6** Information falling within any of the categories 1-7 of Rule 11.5 are not exempt by virtue of that paragraph if it relates to proposed development for which the local planning authority can grant itself planning permission under Regulation 3 of the Town and Country Planning General Regulations 1992.

## **12. EXCLUSION OF ACCESS BY THE PUBLIC TO REPORTS**

**12.1** If the Assistant Chief Executive thinks fit, the Council may exclude access by the public to reports which in her or his opinion relate to items during which, in accordance with Rule 10, the meeting is likely not to be open to the public. Such reports will be marked "Not for publication" together with the category of information likely to be disclosed.

### **13. APPLICATION OF RULES TO EXECUTIVE**

**13.1** Rules 14-25 apply to the Executive and its Committees. If the Executive or one of its Committees meets to take a key decision or meets in public then it must also comply with Rules 1-11 unless Rule 18 (general exception) or Rule 19 (special urgency) apply. A key decision is defined in Article 13.03 of this Constitution.

**13.2** If the Executive or one of its Committees meets to discuss a key decision to be taken collectively, with an officer other than a political assistant present, within 28 days of the date according to the forward plan by which it is to be decided, then it must also comply with Rules 1-11 unless Rule 18 (general exception) or Rule 19 (special urgency) apply. This requirement does not include meetings, whose sole purpose is for officers to brief Members.

### **14. PROCEDURE BEFORE TAKING KEY DECISIONS**

**14.1** Subject to Rule 18 (general exception) and Rule 19 (special urgency), where possible, a key decision should not be taken unless:

**14.1.1** a notice (called here a forward plan) has been published in connection with the matter in question;

**14.1.2** at least 5 clear days have elapsed since the relevant forward plan has come into effect; and

**14.1.3** where the decision is to be taken at a meeting of the Executive or its Committees, notice of the meeting has been given in accordance with Rule 4 (notice of meeting).

### **15. THE FORWARD PLAN**

**15.1** Forward plans will be prepared by the Leader to cover a period of four months, beginning with the first day of any month. They will be prepared on a monthly basis and subsequent plans will cover a period beginning with the first day of the second month covered in the preceding plan.

- 15.2** The forward plan shall contain details of all matters which the Leader has reason to believe will be the subject of a key decision to be taken by the Executive, a Committee of the Executive, individual members of the Executive, officers or under joint arrangements in the course of the discharge of an executive function during the period covered by the plan.
- 15.3** In addition, the forward plan will list those items of business which the Executive intends to consider and which form part of the policy framework and where the Executive will be making recommendations to Council. The Executive's final consideration of such items will be in public.\*
- 15.4** The forward plan shall be updated on a monthly basis and a new forward plan produced at least 14 days prior to the first day on which the forward plan will come into effect. Any outstanding matters from the previous forward plan will be included in the latest forward plan.
- 15.5** The most recent forward plan shall be taken to have superseded any earlier forward plan or, as the case may be, each earlier plan.

## **16. CONTENT OF THE FORWARD PLAN**

- 16.1** Each forward plan shall contain in relation to each matter in the forward plan such of the following particulars as are available when the plan is prepared or which the person preparing it may reasonably be expected to obtain:
- 16.1.1** the matter in respect of which the decision is to be made;
  - 16.1.2** where the decision maker is an individual, her/his name and title, if any; and, where the decision maker is a decision making body, its name and a list of its members;
  - 16.1.3** the date on which or the period within which the decision is to be made;
  - 16.1.4** the identity of the principal groups or organisations whom the decision maker proposes to consult before making the decision;

**16.1.5** the means by which any such consultation is proposed to be undertaken;

**16.1.6** the steps which may be taken by any person who wishes to make representations to the decision maker about the matter in respect of which the decision is to be made and the date by which those steps are to be taken; and

\*This is not a legal requirement

**16.1.7** a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the decision is to be made.

**16.2** The particulars referred to in paragraph 16.1 above need not contain any exempt or confidential information nor the advice of a political assistant.

## **17. PUBLICITY IN CONNECTION WITH KEY DECISIONS**

**17.1** The Assistant Chief Executive will publish once a year a notice in at least one newspaper circulating in the area on a date at least 14 days but not more than 21 days before the first forward plan of that year comes into effect, stating:

**17.1.1** that key decisions are to be taken on behalf of the Council;

**17.1.2** that a forward plan containing particulars of the matters on which decisions are to be taken will be prepared on a monthly basis;

**17.1.3** that the plan will contain details of the key decisions to be made for the four month period following its publication;

**17.1.4** that each plan will be available for inspection at reasonable hours free of charge at the Council's offices;

**17.1.5** that each plan will contain a list of the documents submitted to the decision takers for consideration in relation to the key decisions on the plan;

- 17.1.6** the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed in the forward plan is available;
  - 17.1.7** that other documents may be submitted to decision takers;
  - 17.1.8** the procedure for requesting details of documents (if any) as they become available; and
  - 17.1.9** the dates on each month in the following year on which each forward plan will be published and available to the public at the Council's offices.
- 17.2** Exempt information need not be included in a forward plan and confidential information cannot be included.

## **18. GENERAL EXCEPTION**

- 18.1** If a matter which is likely to be a key decision is to be considered and the matter is not in the forward plan, then, subject to Rule 19 (special urgency) the decision may still be taken if:
- 18.1.1** the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;
  - 18.1.2** the Assistant Chief Executive has informed the Chair of the Overview and Scrutiny Committee, or if there is no such person, each member of the Overview and Scrutiny Committee by notice in writing of the matter about which the decision is to be made;
  - 18.1.3** the Assistant Chief Executive has made copies of that notice available to the public at the offices of the local authority for inspection; and
  - 18.1.4** at least 5 clear days have elapsed following the day on which the Assistant Chief Executive complied with 18.1.2 and 18.1.3.

Where such a decision is taken collectively, it must be taken in public unless it involves consideration of confidential or exempt information.

## **19. SPECIAL URGENCY**

**19.1** If by virtue of the date on which a decision must be taken Rule 18 (general exception) cannot be followed, then a decision can only be taken if the decision taker (or the Chair of the body making the decision) has obtained from –

- the Chair of the Overview and Scrutiny Committee ; or
- if there is no such person, or if the Chair is unable to act, the Mayor; or
- Where there is no Chair of the Overview and Scrutiny Committee or Mayor, the Deputy Mayor

agreement that the taking of the decision cannot reasonably be deferred.

**19.2** The Leader will submit a quarterly report to the Council on the executive decisions taken under this Rule in the preceding three months. The report will include the number of decisions so taken and a summary of the matters in respect of which each decision was made.

## **20. RIGHTS OF OVERVIEW AND SCRUTINY**

### **20.1 When the Overview and Scrutiny Committee can Require a Report**

If the Overview and Scrutiny Committee thinks that a key decision has been taken which was not:

- included in the forward plan, or
- the subject of the general exception procedure, or
- the subject of an agreement with the Chair of the Overview and Scrutiny Committee, or the Mayor under Rule 19;



the Committee may require the Executive to submit a report to the Council within such reasonable time as the Committee specifies. The power to require a report rests with the Committee, but is also delegated to the Chief Executive, who shall require such a report on behalf of the Committee when so requested in writing by:

**20.1.1** the Chair of the Overview and Scrutiny Committee ; or

**20.1.2** three Members of the Overview and Scrutiny Committee.

Alternatively the requirement may be raised by resolution passed at a meeting of the Overview and Scrutiny Committee.

## **20.2 The Executive's Report to Council**

**20.2.1** The Executive will prepare a report setting out particulars of the decision, the individual or body making the decision, and if the Leader is of the opinion that it was not a key decision, the reasons for that opinion.

**20.2.2** The report will be submitted to the next ordinary meeting of the Council. However, if the next meeting of the Council is within 10 days of receipt of the written notice, or the resolution of the Committee, then the report may be submitted to the Council meeting after that.

## **21. PRIVATE MEETINGS OF THE EXECUTIVE OR ITS COMMITTEES**

**21.1** The Executive will decide whether meetings relating to matters, which are not key decisions, will be held in public or private.

**21.2** If the Executive decides to hold a private meeting, Members of the Cabinet or its Committees will be entitled to receive 5 clear working days notice of a meeting to which they are summoned, unless the meeting is convened at shorter notice as a matter of urgency.

**21.3** The Executive and its Committees may meet in private if:

**21.3.1** it meets to consider a matter that does not involve a key decision;

**21.3.2** it meets to consider a matter in respect of which a key decision will be made, but the date for such decision included in the forward plan is more than 28 days after the date of the meeting;

**21.3.3** at any time it meets without officers present (save for a political assistant) to consider a matter in respect of which a key decision is to be made; or

**21.3.4** it meets with officers for the purposes only of briefing.

**21.4** The Head of Paid Service, the Chief Finance Officer and the Monitoring Officer, and their nominees are entitled to attend any meeting of the Executive and its Committees. The Executive may not meet unless the Chief Executive has been given reasonable notice that a meeting is to take place. A private meeting of the Executive may not meet to take any decisions unless the Head of Paid Service, the Chief Finance Officer or the Monitoring Officer or their nominee are present or have waived their entitlement to attend. The meeting may only take a decision if there is an officer present with responsibility for recording and publishing the decision.

## **22. RECORD OF DECISIONS**

**22.1 Executive Decisions made at Meetings.** As soon as is reasonably practicable after a meeting of a decision making body at which an executive decision has been made, whether held in public or private, the Assistant Chief Executive, shall ensure that a written statement is produced in respect of every executive decision made at that meeting including:

- a record of the decision;
- a record of the reasons for the decision;
- details of any alternative options considered and rejected at the meeting by the decision making body when it made the decision;

- a record of any conflict of interest declared by any Member of the decisions making body which made the decision; and
- a note of any relevant dispensation granted by the Standards Committee.

Decisions taken at a meeting may only be taken on the basis of a written report, setting out key legal, financial, service and corporate implications and may not be taken unless the Assistant Chief Executive or their nominee is present.

**22.2 Executive Decisions made by Individual Members of the Executive (*The Cabinet currently takes all decisions collectively but if decisions are delegated to individual Members of the Cabinet the following rules will apply*).**

**22.2.1** All decisions taken individually by Members of the Executive must be based on written reports setting out key legal, financial, service and corporate implications and may not be taken unless the Assistant Chief Executive (or an officer nominated by her/him) is present.

**22.2.2** When an officer prepares a report which is to be given to an individual Member for decision, s/he must first give a copy of that report to the Assistant Chief Executive (or an officer nominated by her/him).

**22.2.3** The Assistant Chief Executive will publish the report to the Overview and Scrutiny Committee, the Chief Executive, Chief Finance Officer and Monitoring Officer. The report will be made publicly available as soon as reasonably practicable.

**22.2.4** Individual decisions may only be made by Members of the Executive in the presence of the Chief Executive, Chief Finance Officer or Monitoring Officer or their nominee (unless they waive that requirement) and the Assistant Chief Executive (or an officer nominated by her/him) whose responsibility it is to record the decision.

**22.2.5** The individual decision maker may not make any key decision until the report has been available for public inspection for at least 5 clear days before the decision is made.

**22.2.6** As soon as is reasonably practicable after an individual Member has made an executive decision s/he shall produce, or cause to be produced, a written statement including

- a record of the decision;
- a record of the reasons for the decision;

- details of any alternative options considered and rejected at the time by the Member when s/he made the decision;
- a record of any conflict of interest declared by any Executive Member who was consulted by the Member in relation to the decision; and
- a note of any relevant dispensation granted by the Standards Committee

**22.2.7** A copy of the written statement setting out the decision must be sent to the Assistant Chief Executive. All decisions of the Executive must be published and will be subject to call in as set out in Part 4 (section 4.5).

**22.2.8** Nothing in these rules relating to the taking of decision by individual Members shall require them to disclose confidential or exempt information.

## **23 KEY DECISIONS MADE BY OFFICERS**

**23.1** The Executive may delegate executive decision making to an officer. Where they do so, the officer may only take a key decision on the basis of a written report setting out key legal, financial, service and corporate implications.

**23.2** Where an individual officer receives a report which s/he intends to take into account in making a key decision s/he shall not make that decision until the report has been available for public inspection for 5 clear days.

**23.3** The individual officer making the decision must ensure that the Assistant Chief Executive (or an officer nominated by her/him) receives a copy of the report and makes it available in accordance with paragraph 23.4.

**23.4** The Assistant Chief Executive will publish the report to the Overview and Scrutiny Committee, the Chief Executive, Chief Finance Officer and Monitoring Officer. The report will be made publicly available as soon as reasonably practicable.

**23.5** As soon as is reasonably practicable after an officer has made a key decision s/he shall produce a written statement including:

- a record of the decision;

- a record of the reasons for the decision;
- details of any alternative options considered and rejected at the time by the officer when s/he made the decision;
- a record of any conflict of interest declared by any Executive Member who was consulted by the officer in relation to the decision; and
- a note of any relevant dispensation granted by the Standards Committee

**23.6** All decisions of the Executive and key decisions taken by officers must be published and will be subject to call in as set out in part 4.5. Non-key decisions taken by officers are not subject to call in.

**23.7** Nothing in these rules relating to the taking of decision by individual officers shall require them to disclose confidential or exempt information.

## **24. OVERVIEW AND SCRUTINY COMMITTEE ACCESS TO DOCUMENTS - AFTER A DECISION HAS BEEN MADE**

**24.1** Subject to Rule 24.2 below, any member of the Overview and Scrutiny Committee and of the Scrutiny Panels will be entitled to copies of any document which;

**24.1.1** is in the possession or control of the Executive or any of its Committees, and

**24.1.2** contains material relating to:

- any business which has been transacted at a public or private meeting of the Executive or its Committees; or
- any decision taken by an individual Member of the Executive;
- any key decision that has been taken by an officer in accordance with executive arrangements.

**24.2 Limits on Rights.** Overview and Scrutiny Committee Members and Scrutiny Panel Members shall not be entitled to:

**24.2.1** any document that is in draft form;

**24.2.2** any part of a document that contains exempt or confidential information unless;

- it is relevant to an action or decision that s/he is reviewing or scrutinising or intends to review or scrutinise; or
- which is relevant to any review contained in any programme of work of an Overview and Scrutiny Committee or Scrutiny Panel.

**24.2.3** any document or part of a document that contains the advice of a political assistant.

## **25. ADDITIONAL RIGHTS OF ACCESS FOR ALL MEMBERS**

**25.1 Material Relating to Council and Committee Meetings.** All Members are entitled to inspect any document which is in the possession or under the control of the Council and contain material relating to any business to be transacted at a meeting of the Council or its Committees or Sub Committees unless either .25.1.1 or 25.1.2 below applies:

**25.1.1** it contains exempt information falling within categories 1, 2, 3 (insofar as the information relates to any terms proposed or to be proposed by or to the Council in the course of negotiations for a contract), 4, 5 or 7 as set out at Rule 11.5 above.

**25.1.2** With regard to the Standards Committee or any Sub Committee it contains exempt information as stated at 25.1.1 above or falling within categories 7A, 7B or 7C as set out at Rule 11.5 above.

**25.2 Material Relating to Executive Meetings.** All Members are entitled to inspect any document which is in the possession or under the control of the Executive and contains material relating

to any business to be transacted at a public meeting unless either 25.2.1 or 25.2.2 below applies:

**.25.2.1** It contains exempt information falling within categories 1, 2, 3, (insofar as the information relates to any terms proposed or to be proposed by or to the Council in the course of negotiations for a contract) 4, 5 or 7 as set out in rule 11.5 above.

**25.2.2** It contains the advice of a political assistant.

**25.3** After the conclusion of a private meeting of the Executive, all Members are entitled to inspect any document which is in the possession or under the control of the Executive and contain material relating to business transacted at the meeting in the terms set out at 25.2 above.

**25.4 Material Relating to Key Decisions** All Members are entitled to inspect any document which is in the possession or under the control of the Executive and contains material relating to any key decision in the terms set out at 25.2 above.

**25.5 Nature of Rights.** These rights are additional to any rights of access to information a Member may have.



## 4.3. Budget and Policy Framework Procedure Rules

### CONTENTS

<b>Rule</b>	<b>Subject</b>
<b>1</b>	The Framework for Executive Decisions
<b>2</b>	Process for Developing the Framework
<b>3</b>	Decisions Outside the Budget or Policy Framework
<b>4</b>	Urgent Decisions Outside the Budget or Policy Framework
<b>5</b>	Virement
<b>6</b>	In-Year Changes to Policy Framework
<b>7</b>	Call-In of Decisions Outside the Budget or Policy Framework
<b>8</b>	Suspension

#### **1. THE FRAMEWORK FOR EXECUTIVE DECISIONS**

- 1.1** The Council will be responsible for the adoption of its budget and policy framework as set out in Article 4. Once a budget or a policy framework document has been agreed, it is the responsibility of the Executive and officers to implement it.

#### **2. PROCESS FOR DEVELOPING THE FRAMEWORK**

- 2.1** The process by which the budget and policy framework shall be developed is:

**2.1.1** The Executive will publicise by including in the forward plan, available at the Council's main offices and on the Council's website, a timetable for making proposals to the Council for the adoption of any plan strategy or budget that forms part of the budget and policy framework and its arrangements for consultation after publication of those initial proposals.

**2.1.2** The Chair of Overview and Scrutiny Committee will be notified of proposals referred to in Rule 2.1.1 which shall be referred to Overview and Scrutiny Committee.

- 2.1.3** For the purposes of these procedure rules the consultation in each instance shall be in line with the Council's normal consultation time periods except where there is an urgent need to reduce the consultation period. The period for Overview and Scrutiny Committee to respond to consultation shall be not less than 20 working days unless the Executive considers that there are special factors that make this timescale inappropriate. If it does, it will inform the Overview and Scrutiny Committee of the time for response when the proposals are referred to it.
- 2.1.4** At the end of the consultation period, having taken account of the responses received to the consultation and the views of the Overview and Scrutiny Committee, the Executive will submit recommendations to the Council.
- 2.1.5** The Council will consider the proposals of the Executive and may adopt them, amend them, refer them back to the Executive for further consideration or substitute its own proposals in their place.
- 2.1.6 If the Council adopts the Executive's proposals without amendment, the decision shall become effective immediately. However, if, having considered a draft plan or strategy, it has any objections to it, the Council must take the action set out in 2.1.7.
- 2.1.7** Before the Council
- (a) amends the draft plan or strategy;
  - (b) approves, for the purpose of its submission to the Secretary of State or any Minister of the Crown for her/his approval, any plan or strategy (whether or not in the form of a draft) of which any part is required to be so submitted; or
  - (c) adopts (with or without modification) the plan or strategy

it must inform the Leader of any objections which it has to the draft plan or strategy and must give to her/him instructions requiring the Executive to reconsider, in the

light of those objections, the draft plan or strategy submitted to it.

**2.1.8** Where the Council gives instructions in accordance with 2.1.7, it must specify a period of at least five working days beginning on the day after the date on which the Leader receives the instructions on behalf of the Executive within which the Leader may:

- (a) Submit a revision of the draft plan or strategy as amended by the Executive (the "revised draft plan or strategy") with the Executive's reasons for any amendments made to the draft plan or strategy to the Council for the Council's consideration; or
- (b) Inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for any such disagreement.

If the specified period would prohibit the Council from making determinations under Rule 2.1.9 within the statutory deadline for the setting of Council Tax, the Council may specify such lesser period as is necessary to ensure compliance.

**2.1.9** When the period specified by the Council, referred to in Rule 2.1.8, has expired the Council must, when:

- (a) amending the draft plan or strategy or, if there is one, the revised plan or strategy;
- (b) approving for the purpose of its submission to the Secretary of State or any Minister of the Crown for her/his approval, any plan or strategy (whether or not in the form of a draft or a revised draft) of which any part is required to be so submitted; or
- (c) adopting (with or without modification) the plan or strategy,

take into account any amendments made to the draft plan or strategy that are included in any revised draft plan or strategy, the Executive's reasons for those

amendments, any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for that disagreement, which the Leader submitted to the Council, or informed the Council of, within the period specified.

**2.1.10** Subject to rule 2.1.14, where, before 8 February in any financial year, the Executive submits to the Council for its consideration in relation to the following financial year:

- (a) estimates of the amounts to be aggregated in making a calculation (whether originally or by way of substitute) in accordance with any of sections 32 to 37 or 43 to 49 of the Local Government Finance Act 1992 (calculation of budget requirement etc); or
- (b) estimates of other amounts to be used for the purposes of such a calculation; or
- (c) estimates of such a calculation; or
- (d) amounts required to be stated as a precept under Chapter IV of Part I of the Local Government Finance Act 1992 (precepts)

and following consideration of those estimates or amounts the Council has any objections to them, it must take the action set out in Rule 2.1.11.

**2.1.11** Before the Council makes a calculation (whether originally or by way of a substitute) in accordance with any of the sections referred to in Rule 2.1.10 or issues a precept under Chapter IV of Part I of the Local Government Finance Act 1992, it must inform the Leader of any objections which it has to the Executive's estimates or amounts and must give her/him instructions requiring the Executive to reconsider, in the light of those objections, those estimates and amounts in accordance with the Council's requirements.

**2.1.12** Where the Council gives instructions in accordance with Rule 2.1.11, it must specify a period of at least five working days beginning on the day after the date on

which the Leader receives the instructions on behalf of the Executive within which the Leader may:

- (a) Submit a revision of the estimates or amounts as amended by the Executive ("revised estimates or amounts") which have been reconsidered in accordance with the Council's requirements, with the Executive's reasons for any amendments made to the estimates or amounts, to the Council for the Council's consideration; or
- (b) Inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for any such disagreement.

**2.1.13** When the period specified by the Council referred to in paragraph 2.1.12 has expired, the Council must, when making calculations (whether originally or by way of a substitute) in accordance with any of the sections referred to in Rule 2.1.11 or issuing a precept under Chapter IV of Part I of the Local Government Finance Act 1992, take into account:

- (a) Any amendments to the estimates or amounts that are included in any revised estimates or amounts;
- (b) The Executive's reasons for those amendments;
- (c) Any disagreement that the Executive has with any of the Council's objections; and
- (d) The Executive's reasons for that disagreement

which the Leader submitted to the Council, or informed the Council of, within the period specified.

**2.1.14** Rules 2.1.10 to 2.1.13 shall not apply in relation to:

- (a) Calculations or substitute calculations which the Council is required to make in accordance with sections 52I, 52J, 52T or 52U of the Local Government Finance Act 1992 (limitation of council tax and precept); and

- (b) Amounts stated in the precept issued to give effect to calculations or substitute calculations made in accordance with sections 52J or 52U of that Act.

### **3. DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK**

- 3.1** Subject to the provisions of Rule 5 (virement) the Executive, Committees of the Executive and any officers or joint arrangements may only take decisions which are in line with the budget and policy framework. If any of these bodies or persons wishes to make a decision which is contrary to the policy framework, or contrary to or not wholly in accordance with the budget approved by full Council, then that decision may only be taken by the Council, subject to Rule 4 below.
- 3.2** If the Executive, Committees of the Executive, any officers or joint arrangements want to make such a decision, they shall take advice from the Monitoring Officer and/or the Chief Finance Officer as to whether the decision they want to make would be contrary to the policy framework, or contrary to or not wholly in accordance with the budget. If the advice of either of those officers is that the decision would not be in line with the existing budget and/or policy framework, then the decision must be referred by that body or person to the Council for decision, unless the decision is a matter of urgency, in which case the provisions in Rule 4 (urgent decisions outside the budget and policy framework) shall apply.

#### **4. URGENT DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK**

**4.1** The Executive, a Committee of the Executive, or officers or joint arrangements may take a decision which is contrary to the Council's policy framework or contrary to or not wholly in accordance with the budget approved by full Council if the decision is a matter of urgency. However, the decision may only be taken:

**4.1.1** if it is not practicable to convene a quorate meeting of the full Council; and

**4.1.2** if the Chair of the Overview and Scrutiny Committee agrees in writing that the decision is a matter of urgency.

**4.2** The reasons why it is not practicable to convene a quorate meeting of full Council and the Chair of the Overview and Scrutiny Committee's consent to the decision being taken as a matter of urgency must be noted on the record of the decision. In the absence of the Chair of the Overview and Scrutiny Committee, the consent of the Mayor, and in the absence of both, the Deputy Mayor, will be sufficient.

**4.3** Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

#### **4.4 Urgent Action**

**4.4.1** Where an urgent action is necessary to protect the interests of the Council, or the inhabitants of the Borough, in connection with an executive function, that requires a decision before a meeting of the Executive can be called; the Proper Officer, after consultation with the Leader, or the Lead Member in respect of which the matter is associated, shall have power to act and shall report the action to the next meeting of the Executive.

**4.4.2** Urgent action shall not be subject to the call-in procedure and may be implemented with immediate effect.

**4.4.3** Where the Proper Officer considers that urgent action is necessary to protect the interests of the Council, or the

inhabitant of the Borough, in connection with a non executive function, that requires a decision before the meeting of the Council, or the appropriate committee can be called; the Proper Officer, after consultation with the Mayor, or Deputy Mayor, shall have power to act and shall report the action to the next meeting of the Council or the relevant committee.

## **5. VIREMENT**

- 5.1** Steps taken by the Executive, a Committee of the Executive, or officers, or joint arrangements to implement Council policy shall not exceed the budgets allocated to each relevant budget head. However, such bodies or individuals shall be entitled to vire across budget heads within such limits as shall be laid down in the Financial Procedure Rules. Beyond those limits, approval to any virement across budget heads shall require the approval of the full Council.



## **6. IN-YEAR CHANGES TO BUDGET AND POLICY FRAMEWORK**

**6.1** The responsibility for agreeing the budget and policy framework lies with the Council, and decisions by the Executive, a Committee of the Executive, officers, or joint arrangements must be in line with it. No changes to any budget, policy and/or strategy which make up the budget and policy framework may be made by those bodies or individuals except those changes:

**6.1.1** which will result in the closure or discontinuance of a service or part of service to meet a budgetary constraint;

**6.1.2** necessary to ensure compliance with the law, ministerial direction or government guidance;

**6.1.3** in relation to the policy framework in respect of a policy which would normally be agreed annually by the Council following consultation, but where the existing policy document is silent on the matter under consideration.

**6.1.4** which relate to policy in relation to schools, where the majority of school governing bodies agree with the proposed change.

## **7. CALL-IN OF DECISIONS OUTSIDE THE BUDGET OR POLICY FRAMEWORK**

**7.1** Where the Overview and Scrutiny Committee is of the opinion that an executive decision is, or if made would be, contrary to the policy framework, or contrary to or not wholly in accordance with the Council's budget, then it shall seek advice from the Monitoring Officer and/or Chief Finance Officer.

**7.2** In respect of functions which are the responsibility of the Executive, the report of the Monitoring Officer and/or Chief Finance Officer shall be to the Executive with a copy to every Member of the Council. Regardless of whether the decision is delegated or not, the Executive must meet within 21 days of receiving the report to decide what action to take in respect of the Monitoring Officer's or Chief Finance Officer's report and to prepare a report to Council in the event that the Monitoring Officer or the

Chief Finance Officer conclude that the decision was a departure, and to the Overview and Scrutiny Committee if the Monitoring Officer or the Chief Finance Officer conclude that the decision was not a departure.

**7.3** If the decision has yet to be made, or has been made but not yet implemented, and the advice from the Monitoring Officer and/or the Chief Finance Officer is that the decision is or would be contrary to the policy framework or contrary to or not wholly in accordance with the budget, the Overview and Scrutiny Committee may refer the matter to Council. In such cases, no further action will be taken in respect of the decision or its implementation until the Council has met and considered the matter. The Council shall meet within 21 days of the request from the Overview and Scrutiny Committee (or within 28 days if a meeting of the Council is scheduled within that period). At the meeting the Council will receive a report of the decision or proposals and the advice of the Monitoring Officer and/or the Chief Finance Officer.

**7.4** The Council may either:

**7.4.1** endorse a decision or proposal of the decision taker as falling within the existing budget and policy framework. In this case no further action is required, save that the decision of the Council be minuted and circulated to all Councillors in the normal way; or

**7.4.2** amend the budget, financial rule or policy concerned to encompass the decision or proposal of the body or individual responsible for that function and agree to the decision with immediate effect. In this case, no further action is required save that the decision of the Council be minuted and circulated to all Councillors in the normal way; or

**7.4.3** where the Council accepts that the decision or proposal is contrary to the policy framework or contrary to or not wholly in accordance with the budget, and does not amend the existing framework to accommodate it, require the Executive to reconsider the matter in

accordance with the advice of the Monitoring Officer and/or the Chief Finance Officer.

- 7.5** If the Council does not meet, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier providing that the Monitoring Officer and/or the Chief Finance Officer is/are satisfied that the decision is within the budget and policy framework or falls within Rules 6.1.1 – 6.1.4.

## **8. SUSPENSION**

- 8.1** Provided it is not contrary to law, these rules may be suspended by full Council or, in so far as they are applicable to either body, the Cabinet or the Overview and Scrutiny Committee.

## **4.4. Executive Procedure Rules**

### **CONTENTS**

<b>Rule</b>	<b>Subject</b>
<b>1</b>	How Does the Executive Operate
<b>2</b>	How are Executive Meetings Conducted

### **1. HOW DOES THE EXECUTIVE OPERATE?**

#### **1.1 Who May Make Executive Decisions?**

Functions which are the responsibility of the Executive may be exercised by

- the Executive as a whole (the Cabinet) ;
- a Committee of the Executive;
- an individual Member of the Executive;
- an officer;
- an area Committee;
- joint arrangements; or
- another local authority.

The arrangements for the discharge of executive functions are set out in the executive arrangements adopted by the Council (see Article 7 and Part 3 of this Constitution). Currently decisions on executive functions are taken by the Cabinet meeting collectively unless the Cabinet specifically delegates a decision or already has delegated a function to an officer as set out in Part 3 of the Constitution.

#### **1.2 The Executive Scheme of Delegation and Executive Functions**

At the annual meeting of the Council, the Leader will present to the Council a written record of delegations made by the Executive for inclusion in the Council's Scheme of Delegation. The document presented by the Leader must contain the following information in relation to the following year in so far as they relate to executive functions:

- (a) The extent of any authority delegated to individual Executive Members individually including details of the limitation on their authority.
- (b) The terms of reference and constitution of such Executive Committees as the Leader appoints and the names of Executive Members appointed to them.
- (c) The nature and extent of any delegation of executive functions to area Committees, any other authority or any joint arrangements and the names of those Executive Members appointed to any joint Committee for the coming year.
- (d) The nature and extent of any delegation of executive functions to officers not already specified in Part 3 of this Constitution, with details of any limitation on that delegation and the title of the officer to whom the delegation is made.

### **1.3 Sub-Delegation of Executive Functions**

- (a) Where the Executive, a Committee of the Executive or an individual Member of the Executive is responsible for an executive function, they may delegate further to an area Committee, joint arrangements or an officer.
- (b) Unless the Council directs otherwise, if the Leader delegates functions to the Executive then the Executive may delegate further to a Committee of the Executive or an officer.
- (c) Unless the Leader directs otherwise, a Committee of the Executive to whom functions have been delegated may delegate further to an officer.
- (d) Even where executive functions have been delegated, that fact does not prevent the discharge of delegated functions by the person or body who delegated them.

#### **1.4 The Council's Scheme of Delegation and Executive Functions**

- (a) Subject to (b) below, the Council's Scheme of Delegation will be subject to adoption by the Council and may only be amended by the Council. It will contain the details required in Article 7 and set out in Part 3 of this Constitution.
- (b) The Leader may amend the Scheme of Delegation of executive functions at any time during the year. To do so, the Leader must give written notice to the Monitoring Officer and the person, body or Committee concerned. The notice must set out the extent of the amendment to the Scheme of Delegation, and whether it entails the withdrawal of delegation from any person, body or Committee or the Executive as a whole. The Monitoring Officer will present a report to the next ordinary meeting of the Council setting out the changes made by the Leader.
- (c) Where the Leader seeks to withdraw or amend delegations to a Committee, notice will be deemed to be served on that Committee when it has been served on its Chair.

#### **1.5 Conflicts of Interest**

- (a) Where a Member of the Executive has a conflict of interest this should be dealt with as set out in the Council's Code of Conduct for Members in Part 5 of this Constitution.
- (b) If every Member of the Executive has a conflict of interest this should be dealt with as set out in the Council's Code of Conduct for Members in Part 5 of this Constitution.

If the exercise of an executive function has been delegated to a Committee of the Executive, an individual Member or an officer, and should a conflict of interest arise, then the function will be exercised in the first instance by the person or body by whom the delegation was made or otherwise as set out in the Council's Code of Conduct for Members in Part 5 of this Constitution.

## **1.6 Meetings of the Cabinet**

- (a) Meetings of the Cabinet will be determined by the Leader/or Chief Executive. The Cabinet shall normally meet at the Council's main offices or at another location as appropriate.
- (b) Meetings of the Cabinet will be subject to the Access to Information Procedure Rules and any other relevant procedure rules in this Constitution.

## **1.7 Quorum**

The quorum for a meeting of the Executive, or a Committee of it, shall be one quarter of the total number of Members of the Executive or three, Members, whichever is the larger.

## **1.8 How are Decisions to be taken by the Executive?**

- (a) Executive decisions which are the responsibility of the Cabinet as a whole will be taken at a meeting convened in accordance with the Access to Information Rules in Part 4 of the Constitution.
- (b) Where executive decisions are delegated to a Committee of the Executive, the rules applying to executive decisions taken by them shall be the same as those applying to those taken by the Executive as a whole.

## **2. HOW ARE EXECUTIVE MEETINGS CONDUCTED?**

### **2.1 Who Presides?**

If the Leader is present s/he will preside. In her/his absence, then the Deputy Leader shall preside. In the absence of both the Leader and the Deputy Leader, then a person appointed by those present shall preside.

## **2.2 Who may Attend?**

- (a) Meetings of the Cabinet will normally be open to the public unless confidential or exempt information is to be discussed.
- (b) Subject to the Access to Information Procedure Rules in Part 4 of this Constitution, meetings may occasionally be private.

## **2.3 What Business?**

At each meeting of the Cabinet the following business will be conducted:

- consideration of the minutes of the last meeting;
- declarations of interest, if any;
- matters set out in the agenda for the meeting, and which shall indicate which are key decisions and which are not, in accordance with the Access to Information Procedure Rules set out in Part 4 of this Constitution.
- consideration of reports from the Overview and Scrutiny Committee;
- matters referred to the Executive (whether by the Overview and Scrutiny Committee or by the Council) for reconsideration by the Executive in accordance with the provisions contained in the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Part 4 of this Constitution;

## **2.4 Consultation**

All reports to the Executive from any Member of the Executive or an officer on proposals relating to the budget and policy framework must contain details of the nature and extent of consultation with stakeholders, Overview and Scrutiny Committee and the outcome of that consultation. Reports about other matters will set out the details and outcome of consultation as appropriate. The level of consultation required



will be appropriate to the nature of the matter under consideration.

## **2.5 Who can put Items on the Executive Agenda?**

The Leader and Chief Executive may put on the agenda of any Cabinet meeting any matter which s/he wishes, whether or not authority has been delegated to the Cabinet, a Committee of it or any Member or officer in respect of that matter. The Assistant Chief Executive will comply with their requests in this respect.

The Monitoring Officer and/or the Chief Finance Officer may include an item for consideration on the agenda of a Cabinet meeting and may require the Chief Executive to call such a meeting in pursuance of their statutory duties. In other circumstances, where any two of the Head of Paid Service, Chief Finance Officer and Monitoring Officer are of the opinion that a meeting of the Cabinet needs to be called to consider a matter that requires a decision, they may jointly call a meeting and include an item on the agenda of that meeting or of a Cabinet meeting which has already been called. If there is no meeting of the Cabinet soon enough to deal with the issue in question, then the person(s) entitled to include an item on the agenda may also require that a meeting be convened at which the matter will be considered.

## **2.6 Application of Council Procedure Rules**

Rules 9, 10, 17.1 to 17.3 and 18 to 25 of the Council Procedure Rules shall also apply to meetings of the Cabinet.

## 4.5. Overview and Scrutiny Procedure Rules

### CONTENTS

<b>Rule</b>	<b>Subject</b>
<b>1</b>	The Arrangements for Overview and Scrutiny
<b>2</b>	Who may sit on Overview and Scrutiny?
<b>3</b>	Co-optees
<b>4</b>	Education Representatives
<b>5</b>	Meetings
<b>6</b>	Quorum
<b>7</b>	Who chairs the Overview and Scrutiny Committee and the Scrutiny Panels
<b>8</b>	Work Programme
<b>9</b>	Agenda Items
<b>10</b>	Policy Review and Development
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<b>12</b>	Making sure that Overview and Scrutiny Reports are Considered by the Executive
<b>13</b>	Rights of Committee Members to Documents
<b>14</b>	Members and Officers Giving Account
<b>15</b>	Attendance by Others
<b>16</b>	Call-In
<b>17</b>	Call-In and Urgency
<b>18</b>	The Party Whip
<b>19</b>	Procedure at Overview and Scrutiny Committee Meetings
<b>20</b>	Suspension

### 1. THE ARRANGEMENTS FOR OVERVIEW AND SCRUTINY

- 1.1** The Council will establish the Overview and Scrutiny Committee and Sub-Committees or Scrutiny Panels set out in Article 6. The Council will appoint Members of the Overview and Scrutiny Committee and the Overview and Scrutiny Committee will appoint Members of the Sub-Committees or Scrutiny Panels.
- 1.2** There will be one standing Scrutiny Panel to discharge the Council's functions under the Health and Social Care Act 2001. There will be such other Scrutiny Panels during the course of the municipal year as the Committee considers appropriate from time to time to carry out individual reviews under the Overview and Scrutiny work programme..

**1.3** The Overview and Scrutiny Committee will comprise eight Members of the Council. Up to three substitutes may be appointed for each Member. Its terms of reference are:

- (a) The performance of all overview and scrutiny functions on behalf of the Council.
- (b) The appointment of such Sub-Committees (Scrutiny Panels) as it considers appropriate to fulfil those functions, determining those Scrutiny Panels composition (including any co-opted Members) and terms of reference.
- (c) To approve an annual overview and scrutiny work programme including the work programme of any Scrutiny Panels it appoints to ensure that there is efficient and effective use of the Committee's time and the time of the Council's Scrutiny Panels.
- (d) To advise the Cabinet of key issues/questions to be considered in relation to reports due to be considered by Cabinet.
- (e) To exercise the right to call in for reconsideration of any executive decisions taken but not yet implemented.
- (f) To determine whether to request full Council to review or scrutinise any decision called in, where considered contrary to the budget and policy framework and whether to recommend that the decision be reconsidered.
- (g) To receive and consider requests from the Executive for scrutiny involvement in the annual budget process.
- (h) To monitor the Executive's forward plan to ensure that appropriate matters are subject to scrutiny.
- (i) To consider any matters relevant to the remit of the Committee required by a Committee Member to be considered under s.21 (8) Local Government Act 2000.

**1.4** The standing Scrutiny Panel on health will undertake the Council's functions under the Health and Social Care Act 2001 and to consider matters to the local health service as provided by the NHS and other bodies including the Council:

- (a) To review and scrutinise matters relating to the health service within the Council's area and make reports and recommendations in accordance with any regulations made thereunder;
- (b) To respond to consultation exercises undertaken by an NHS body; and
- (c) To question appropriate officers of local NHS bodies in relation to the policies adopted and the provision of the services.

**1.5** The membership of individual Scrutiny Panels and their terms of reference will be determined by the Overview and Scrutiny Committee. They will include the following:

- (a) To investigate, scrutinise, monitor and advise in relation to:
  - How services are being delivered and the Council's functions discharged.
  - How policies have been implemented and their effect on the Council's corporate strategies (i.e. equal opportunities, anti-poverty and crime and disorder).
  - The development of relevant policy.
  - How resources are being used, spent and managed.
  - Any other matter, relevant to the specific remit of the Scrutiny Panels, which affects the Council's area or any of its inhabitants.

## **2. WHO MAY SIT ON OVERVIEW AND SCRUTINY?**

- 2.1** All Councillors except Members of the Executive may be Members of the Overview and Scrutiny Committee and Scrutiny Panels. However, no Member may be involved in scrutinising a decision in which s/he has been directly involved.
- 2.2** The Overview and Scrutiny Committee will select from among its Councillor Members six lead Scrutiny Members, one for each of the following themes:
- Living Safely
  - Living Well
  - Creating and sharing prosperity
  - Learning, achievement and leisure
  - Excellent Public Services
  - Health

These themes may be subject to change for time to time

## **3. CO-OPTEEES**

- 3.1** The Overview and Scrutiny Committee will be responsible for approving co-opted Members for the Scrutiny Panels. Co-opted Members will be non-voting.

## **4. EDUCATION REPRESENTATIVES**

- 4.1** The Overview and Scrutiny Committee must include in its membership the following voting representatives in respect of education matters:

**4.1.1.1** One Church of England diocese representative;

**4.1.1.2** One Roman Catholic diocese representative and

**4.1.1.3** Two parent governor representatives elected under the procedures contained in the Parent Governor Representatives (England) Regulations 2001.

This Rule and 4.2 below also apply to any Scrutiny Panel established in respect of education matters.

**4.2** The Committee may also include a Muslim representative in a non-voting capacity.

**4.3** These Members may speak but not vote on any other (i.e. non educational) matters.

## **5. MEETINGS**

**5.1** The Overview and Scrutiny Committee shall meet in accordance with the calendar of meetings approved by full Council. The Chair of the Committee may call an extraordinary meeting of the Committee at any time subject to the ordinary rules on the convening of meetings and the Access to Information Procedure Rules.

**5.2** The Scrutiny Panels shall meet in accordance with a timetable agreed by the Overview and Scrutiny Committee, but will establish their own pattern of meetings within this framework and the Chair of Scrutiny may decide to lead any scrutiny panels.

## **6. QUORUM**

**6.1** The quorum for the Overview and Scrutiny Committee and the Scrutiny Panels shall be one third of the total voting membership.

## **7. WHO CHAIRS THE OVERVIEW AND SCRUTINY COMMITTEE AND THE SCRUTINY PANELS**

**7.1** The Chair of the Overview and Scrutiny Committee and the Chairs of the Scrutiny Panels will be drawn from among the Councillors sitting on the Committee. Subject to this requirement, the Committee may appoint such a person as it considers appropriate as Chair.

## **8. WORK PROGRAMME**

**8.1** The Overview and Scrutiny Committee will be responsible for agreeing the overview and scrutiny work programme for the year.

## **9. AGENDA ITEMS**

- 9.1** Any Member of the Overview and Scrutiny Committee and/or any Scrutiny Panel shall be entitled to give notice to the Assistant Chief Executive that s/he wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting. On receipt of such a request the Assistant Chief Executive will ensure that it is included on the next available agenda provided that it is relevant to the Committee work programme.
- 9.2** The Overview and Scrutiny Committee shall also respond, as soon as its work programme permits, to requests from the Council and if it considers it appropriate the Executive to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committee shall report their findings and any recommendations back to the Executive and/or Council. The Executive shall consider at one of its next two meetings following the date. If the matter is relevant to the Council only then they will consider the report at their next meeting? the report of the Overview and Scrutiny Committee of the Assistant Chief Executive receiving it.

## **10. POLICY REVIEW AND DEVELOPMENT**

- 10.1** The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.
- 10.2** In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee may make proposals to the Executive for developments in so far as they relate to matters within its terms of reference.
- 10.3** The Overview and Scrutiny Committee or any Scrutiny Panel established for this purpose may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any

advisers, assessors and witnesses a reasonable fee and expenses for doing so.



## **11. REPORTS FROM OVERVIEW AND SCRUTINY**

- 11.1** All reports from Scrutiny Panels must first be considered by the Overview and Scrutiny Committee. Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare a formal report and submit it to the Assistant Chief Executive for consideration by the Executive (if the proposals are consistent with the existing budgetary and policy framework) or to the Council as appropriate (e.g. if the recommendation would require a departure from or a change to the agreed budget and policy framework).
- 11.2** The Executive shall consider the report of the Overview and Scrutiny Committee one of its next two meetings following submission of the report to the Assistant Chief Executive. The Council will consider the report of its next ordinary meeting it appropriate.

## **12. MAKING SURE THAT OVERVIEW AND SCRUTINY REPORTS ARE CONSIDERED BY THE EXECUTIVE**

- 12.1** Once the Overview and Scrutiny Committee has completed its deliberations on any matter it will forward a copy of its final report to the Assistant Chief Executive who will allocate it to either the Executive or the Council for consideration in accordance with the Local Authorities (Functions and Responsibilities) Regulations 2000 (as amended) and the Local Authorities (arrangements for the Discharge of Functions) Regulations 2000.
- 12.2** If the Assistant Chief Executive refers the matter to Council, s/he may first refer it to Executive, who will have two weeks in which to consider the Overview and Scrutiny report and formulate any additional comments or recommendations. The Executive will then refer the report, along with their own additional comments and recommendations, to the Council. When the Council does meet to consider any referral from an Overview and Scrutiny Committee, it shall also consider any additional comments or recommendations of the Executive to the Overview and Scrutiny Committee proposals.

**12.3** For the avoidance of doubt, the Executive shall not alter or amend any Overview and Scrutiny Committee report before referring it to Council, but shall only make additional comments or recommendations (including any corporate, financial or legal implications) as may be appropriate. However, if the Council does not agree with the Executive's recommendations, the disputes resolution procedure in Part 4.3 – Budget and Policy Framework Procedure Rules – Rule 2 – will apply.

**12.4** If the contents of the report would not have implications for the Council's budget and policy framework, and is thus not referred to Council by the Assistant Chief Executive, the Executive will have 2 weeks in which to consider the matter and respond to the overview and scrutiny report.

### **13. RIGHTS OF COMMITTEE MEMBERS TO DOCUMENTS**

**13.1** In addition to their rights as Councillors, Members of the Overview and Scrutiny Committee or a Scrutiny Panel have such additional rights to documents, and to notice of meetings as may be set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

**13.2** Nothing in this paragraph prevents more detailed liaison between the Executive and the Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

### **14. MEMBERS AND OFFICERS GIVING ACCOUNT**

**14.1** The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council function. As well as reviewing documentation, in fulfilling their role, they may require the Leader, any other Member of the Executive, the Head of Paid Service and/or any senior officer to attend before it to explain in relation to matters within their remit:

**14.1.1** any particular decision or series of decisions;

**14.1.2** the extent to which the actions taken implement Council policy; and/or

**14.1.3** their performance, within their area of responsibility;  
and

it is the duty of those persons to attend as so required.

**14.2** Where any Member or officer is required to attend the Overview and Scrutiny Committee or a Scrutiny Panel under this provision, the Chair of the Committee or Panel will inform the Chief Executive. The Chief Executive shall inform the Member or officer in writing giving at least 15 working days notice of the meeting at which s/he is required to attend. The notice will state the nature of the item on which s/he is required to attend to give account and whether any papers are required to be produced for the Committee or Panel. Where the account to be given to the Committee will require the production of a report, then the Member or officer concerned will be given sufficient notice to allow for preparation of that documentation.

**14.3** Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, then the Committee or Panel shall in consultation with the Member or officer arrange an alternative date for attendance, to take place within a maximum of 21 working days from the date of the original request.

## **15. ATTENDANCE BY OTHERS**

**15.1** The Overview and Scrutiny Committee or a Scrutiny Panel may invite people other than those people referred to in Rule 14 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and officers in other parts of the public sector and shall invite such people to attend.

## **16. CALL-IN**

**16.1** When a decision is made by the Cabinet, an individual Member of the Executive, a Committee of the Executive, or a key decision is made by an officer with delegated authority or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within 5 working days of being made. Members of the Overview and Scrutiny Committee will be sent copies of the records of all such

decisions within the same timescale, by the person responsible for publishing the decision.

**16.2** That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of 5 working days after the publication of the decision unless, after receiving a written request to do so, the Assistant Chief Executive calls the decision in.

**16.3** During that period, the Assistant Chief Executive shall call-in a decision for scrutiny by the Overview and Scrutiny Committee if so requested by:

**16.3.1** Not less than five Members of the Council; or

**16.3.2** Two voting church, faith or parent governor representative in respect of any education matters only;

**16.3.3** The request for a call-in must give reasons in writing and outline an alternative course of action. In particular, the request must state whether or not those Members believe that the decision is outside the policy or budget framework.

**16.4** The Assistant Chief Executive shall call-in a decision within twenty-four hours of receiving a written request to do so and shall place it on the agenda of the next meeting of the Overview and Scrutiny Committee on such a date as s/he may determine, where possible after consultation with the Chair of the Committee, and in any case within five clear days of the decision to call-in. However, the Assistant Chief Executive will not call-in:

**16.4.1** Any decision which has already been the subject of call-in;

**16.4.2** A decision which is urgent as defined in Rule 17.1 below and has to be implemented prior to the completion of any review. In such circumstances the decision – taker(s) shall give reasons to the Overview and Scrutiny Committee; and

- 16.4.3** Decisions by regulatory and other Committees discharging non-executive functions;
  - 16.4.4** Day to day management and operational decisions taken by officers;
  - 16.4.5** A resolution which merely notes the report or the actions of officers;
  - 16.4.6** A resolution making recommendations to full Council.
- 16.5** Where the matter is in dispute, both the Assistant Chief Executive and the Monitoring Officer should be satisfied that one of the above criteria applies.
- 16.6** The Assistant Chief Executive shall then notify the decision-taker of the call-in, who shall suspend implementation of the decision.
- 16.7** If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the Executive for reconsideration, setting out in writing the nature of its concerns or if the matter should properly be considered by Council refer the matter to full Council. If referred to the decision-maker they shall then reconsider within a further 5 clear days or as soon as is reasonably practical thereafter, amending the decision or not, before adopting a final decision.
- 16.8** For the avoidance of doubt, if the Overview and Scrutiny Committee refers a matter back to the decision-making person or body, the implementation of that decision shall be suspended until such time as the decision-making person or body reconsiders and either amends or confirms that decision.
- 16.9** If following an objection to the decision, the Overview and Scrutiny Committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision-making person or body, the decision shall take effect on the date of the Overview and Scrutiny Committee meeting, or the expiry of that further 5 working day period, whichever is the earlier.

**16.10** If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, then the Council will refer any decision to which it objects back to the decision making person or body together with the Council's views on the decision. That decision making person or body shall decide whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Executive as a whole or a Committee of the Executive, a meeting will be convened to reconsider within five clear days of the Council request. Where the decision was made by an individual, the individual will reconsider within five working days of the Council request.

**16.11** If the Council does not meet, or it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

## **17. CALL-IN AND URGENCY**

**17.1** The call-in procedure set out in Rule 16 above shall not apply where the decision being taken by the Executive or a Committee of the Executive, or the key decision being made by an officer with delegated authority from the Executive or under joint arrangements is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public interests.

**17.2** The record of the decision, and notice by which it is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in.

**17.3** The Chair of the Overview and Scrutiny Committee must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Chair, the Mayor's consent shall be required. In the absence of both, the consent of the Deputy Mayor or the Head of Paid Service or her/his nominee shall be required.

**17.4** Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

**17.5** The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

## **18. THE PARTY WHIP**

**18.1** The use of the party whip to influence decisions of the Overview and Scrutiny Committee or one of its Panels is inappropriate.

**18.2** In this rule “a party whip” means any instruction given by or on behalf of a political group to any Councillor who is a Member of that group as to how that Councillor shall speak or vote on any matter before the Council or any Committee, or the application or threat to apply any sanction by the group in respect of that Councillor should s/he speak or vote in any particular manner.

## **19. PROCEDURE AT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS**

**19.1** The Overview and Scrutiny Committee and the Scrutiny Panels shall consider the following business:

- (i) Minutes of the last meeting;
- (ii) Declarations of interest;
- (iii) Consideration of any matter referred to the Committee for a decision in relation to call-in;
- (iv) Responses of the Executive to reports of Overview and Scrutiny;
- (v) The business otherwise set out on the agenda for the meeting.

**19.2** Where the Overview and Scrutiny Committee or a Scrutiny Panel conducts investigations (e.g. with a view to policy development), the body may also ask people to attend to give evidence at meetings of the body. Such meetings are to be conducted in accordance with the following principles:

**19.2.1** that the investigation be conducted fairly and all Members of the Committee be given the opportunity to

ask questions of attendees, and to contribute and speak;

**19.2.2** that those assisting the Committee by giving evidence be treated with respect and courtesy; and

**19.2.3** that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

**19.3** Following any investigation or review, the Committee or Panel shall prepare a report, for submission to the Executive and/or Council as appropriate by the Overview and Scrutiny Committee, and shall make its report and findings public in so far as the report does not contain exempt or confidential information.

## **20. SUSPENSION**

**20.1** Any part of these Rules may be suspended by the full Council provided such suspension is not contrary to the law.



## 4.6. Financial Procedure Rules

### CONTENTS

Rule	Subject
1	The Budget Framework
2	Financial Regulations
3	Virements

#### 1. THE BUDGET FRAMEWORK

**1.1** The **Budget Framework** comprises the following;

- General Fund Budget
- Housing Revenue Account Budget
- General Fund Capital Investment Strategy
- Housing Revenue Account Capital Programme

**1.2** The Council is responsible for agreeing the Budget Framework. It is the responsibility of the Executive (whether the Cabinet, individual Members or an officer acting on delegated authority) to operate within the Budget Framework.

**1.3** Any proposal or decision by the Executive that would result in expenditure exceeding the limits within the budget framework as defined above will be considered a breach of that framework, and must be dealt with in accordance with section 4.3 of Part 4 to the Constitution.

#### 2. FINANCIAL REGULATIONS

**2.1** The Director of Resources is responsible for the administration of the Council's financial affairs. As part of her/his duties, s/he will, when s/he considers it appropriate, issue Financial Regulations which are the rules governing the management of the Council's financial resources. S/he will ensure that the Regulations and any updated or amended versions are made available to all chief officers and Members of the Council.

**2.2** It is the responsibility of all chief officers to comply personally with Financial Regulations and to ensure that all officers within their directorate with financial responsibilities also comply with them. Failure to comply with Financial Regulations may constitute a disciplinary offence.

### **3. VIREMENT RULES**

**3.1** These rules aim to allow the Executive to manage the budget once it has been approved by Council, whilst also providing for good governance of financial matters.

**3.2** A virement is the transfer of resources from one budget head to another, during a financial year. It is thus the financial consequence of a change in priority of service delivery or in the means by which services are delivered. It can also be the use of resources provided within the budget framework but which are not allocated for any specific purpose e.g. unallocated contingency. A virement will naturally flow from, and be part of, a decision.

**3.3** The Executive shall have the power to vire resources within each of the above components of the Budget Framework agreed by Council, subject to the following limitations:

**3.3.1** All individual virement proposals that exceed £1 million require the approval of full Council.

**3.3.2** Individual virements between £250,000 and £1 million must be reported to the Cabinet for decision.

**3.3.3** Individual virements below £250,000 can be authorised by the relevant Corporate Director/Chief Officer provided that any virement so authorised which exceeds £100,000 must be subsequently reported to the Cabinet for noting.

**3.3.4** No virement to or from the following budgets (irrespective of the amount proposed) shall be made without the specific agreement of the Director of Resources:

- (i) Capital Financing (not normally available for virement)

- (ii) Support service and other forms of internal charges (to avoid unintended impact upon other departments' budget).
- (iii) Rates (to ensure compliance with rating legislation).
- (iv) Insurance (to ensure compliance with insurance policies).
- (v) Pensions (to ensure compliance with Pensions regulations).

### **3.4 Virements between Departments**

The use of resources from one department to finance activities in another must be authorised by the Council or the Cabinet (depending on the level of resources involved) but the decision should only be made after advice from the relevant Corporate Directors and the Director of Resources. However, where the responsibility for a service(s) is merely transferred from one department to another, the consequent transfer of budget resources is not deemed to be a virement for the purposes of these Rules.

### **3.5 Virements – Non-Financial Consequences**

The virement Rules refer only to the financial consequences of proposals and decisions by the Executive. However, such proposals and decisions can also impact upon services and upon the community. This needs to be acknowledged when determining the procedural arrangements for those proposals and decisions, for example they may represent a “key decision”.

## **4.7. Contracts Procedure Rules**

- 1.** Every contract or official order for works, goods or services made by the Council shall be for the purpose of achieving the Council's statutory or approved objectives and shall conform to all relevant EU Directives and United Kingdom legislation.
- 2.** The Procurement Manual shall govern Council tendering and contract procedures. The Director of Resources shall maintain and issue this Manual. Any procurement activity shall proceed in accordance with the Manual and any financial thresholds for procurement specified by the Manual.
- 3.** The Director of Resources shall make the latest version of this manual available to every chief officer, Member of the Council and any other person engaged in procuring works, goods or services on behalf of the Council. Chief officers or officers acting on their behalf shall apply the requirements of the Manual when engaging in any procurement activity.
- 4.** The purpose of procurement activity shall be to achieve best value for local people in accordance with the Council's statutory or approved objectives. Officers with responsibility for procurement shall ensure that they are able to demonstrate achievement of best value by having regard to a combination of economy, efficiency and effectiveness.
- 5.** Nothing in the Manual shall be construed as removing or diminishing the responsibility of all involved to meet individual and collective accountabilities.
- 6.** Chief officers shall ensure that the Executive or an Executive Member is consulted on any procurement activity of a controversial nature.
- 7.** Any contract with an estimated value exceeding £250,000 shall be approved by the Cabinet unless the expenditure is incurred in accordance with a revenue or capital estimate which has already been adopted by the Cabinet. Any such contract with an estimated value below £250,000 shall be approved by a chief officer.

- 8.** Chief officers must ensure that audit trails are in place for all procurement activity in accordance with the Manual.
- 9.** No individual Member other than an Executive Member with formal delegated authority shall enter into any contract on the Council's behalf.
- 10.** No Member shall be permitted to become security under any agreement between the Council and a contractor employed by it.

## 4.8. Officer Employment Procedure Rules

### CONTENTS

<b>Rule</b>	<b>Subject</b>
<b>1</b>	General
<b>2</b>	Recruitment and Appointment
<b>3</b>	Recruitment of Head of Paid Service and Chief Officers
<b>4</b>	Appointment of Head of Paid Service
<b>5</b>	Appointment of Chief Officers and Deputy Chief Officers
<b>6</b>	Procedure for the Appointment of Chief Officers and Deputy Chief Officers
<b>7</b>	Other Appointments
<b>8</b>	Disciplinary Action
<b>9</b>	Dismissal

#### 1. GENERAL

- 1.1** Subject to Rule 1.2 below, the function of appointment and dismissal of, and taking disciplinary action against, a Member of staff of the authority must be discharged, on behalf of the authority by the Head of the Paid Service or by an officer nominated by her/him.
- 1.2** Rule 1.1 shall not apply to the appointment or dismissal of, or disciplinary action against:
- (a) The Head of the Paid Service.
  - (b) A statutory chief officer.
  - (c) A non-statutory chief officer.
  - (d) A deputy chief officer (subject to Rule 5.6 below).
  - (e) A political assistant.

## **2. RECRUITMENT AND APPOINTMENT**

### **2.1 Declarations**

**2.1.1** The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or officer of the Council; or of the partner of such persons.

**2.1.2** No candidate so related to a Councillor or an officer will be appointed without the authority of the relevant chief officer or an officer nominated by her/him.

### **2.2 Seeking support for Appointment.**

**2.2.1** The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.

**2.2.2** No Councillor will seek support for any person for any appointment with the Council.

**2.2.3** No Councillor shall give a reference (oral or written) for a candidate for employment by the Council.

## **3. RECRUITMENT OF HEAD OF PAID SERVICE AND CHIEF OFFICERS**

**3.1** Where the Council proposes to appoint a chief officer and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will:

**3.1.1** draw up a statement specifying:

a) the duties of the officer concerned; and

b) any qualifications or qualities to be sought in the person to be appointed.

**3.1.2** make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and

**3.1.3** make arrangements for a copy of the statement mentioned in sub-paragraph 3.1.1 to be sent to any person on request.

#### **4. APPOINTMENT OF HEAD OF PAID SERVICE**

**4.1** The full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by an Appointments Sub Committee established in accordance with Rule 5.1 below. That Sub Committee must include at least one Member of the Executive.

**4.2** The full Council may only make or approve the appointment of the Head of Paid Service where no well-founded objection has been made by any Member of the Executive.

#### **5. APPOINTMENT OF CHIEF OFFICERS AND DEPUTY CHIEF OFFICERS**

**5.1** The Chief Executive will establish Appointments Sub Committees upon criteria approved by the Human Resources Committee comprising relevant Members to make appointment to Chief Officer and Deputy Chief Officer posts. Any Appointments Sub Committee established by it must include at least one Member of the Executive.

**5.2** An offer of employment as a chief officer or deputy chief officer shall only be made where no well-founded objection from any Member of the Executive has been received.

**5.3** Subject to paragraph 5.5 below, in these Rules, chief officers are defined as:

**5.3.1** the Chief Executive (as Head of Paid Service)



**5.3.2** including the statutory Chief Officers, Chief Financial Officer, Director of Children's Services and the Monitoring Officer)

**5.3.3** the non-statutory chief officers which are:

- a) Officers for which the Chief Executive is responsible (other directors);
- b) Officers in the Chief Executive's Department who report to or who are directly accountable to the Chief Executive by virtue of the nature of their duties; and
- c) Officers who report to or who are directly accountable to the Council itself or any committee of the Council by virtue of the nature of their duties.

**5.4** Subject to paragraph 5.5 below, in these Rules, deputy chief officers are defined as officers in departments who, by virtue of the nature of their duties, either report to or are directly accountable to the statutory or non-statutory chief officer responsible for that department.

**5.5** Rules 5.3 and 5.4 do not apply to:

**5.5.1** officers whose duties are solely secretarial and clerical or are in the nature of support services; and

**5.5.2** Head Teacher and Deputy Head Teacher posts in schools with delegated budgets.

**5.6** The procedure in this section for appointing chief officers and deputy chief officers shall only apply to the following posts within the Chief Executive's Directorate:

- Director of Resources
- Assistant Chief Executive (Legal Services)
- Assistant Chief Executive

Appointments to all other posts shall be the responsibility of the Head of the Paid Service or a person nominated by her/him.

## **6. PROCEDURE FOR THE APPOINTMENT OF CHIEF OFFICERS AND DEPUTY CHIEF OFFICERS**

**6.1 Appointments Committee Membership.** The Chief Executive, will set up an Appointments Sub Committee upon criteria approved by the Human Resources committee comprising relevant Members to make appointments to chief officer and deputy chief officer posts.

**6.2 Appointment Process.** The following process will apply after an Appointments Sub Committee has interviewed all shortlisted candidates:

**6.2.1** If the Sub Committee agree on a candidate suitable for the post, they will indicate their 'provisional intention to make an offer' to the Chief Executive.

**6.2.2** The Sub Committee will inform the Chief Executive of the name of the candidate to whom they wish to make an offer together with any relevant particulars which the Sub Committee considers relevant in making the appointment.

**6.2.3** The Chief Executive will notify each Member of the Executive within 24 hours of:

- a) The name of the person the Committee wish to make an offer to.
- b) Any other particulars relevant to the appointment notified by the Committee.
- c) The period within which any objection to the making of the offer is to be made by any Member of the Executive.

**6.2.4** The period of objection will be 2 working days. If the period of objection is to be shortened, then notification will be by telephone and e-mail.

**6.2.5** If:

- a) The Leader notifies the Sub Committee that neither s/he or any other Member of the Executive has an objection to an offer being made; or
- b) The Chief Executive notifies the Sub Committee that no objection has been received from the Executive within the objection period;

the 'provisional intention to make an offer' will become a firm offer and the offer made without the need for the Sub Committee to re-convene.

**6.2.6** If an objection is received from a Member of the Executive, the Sub Committee will re-convene to consider the objection. If the Sub Committee is satisfied that any objection received from the Executive is not material or is not well founded, they will confirm their decision and a formal offer will be made.

**7. OTHER APPOINTMENTS**

**7.1 Officers below Deputy Chief Officer.** Appointment of officers below deputy chief officer (other than assistants to the political groups) is the responsibility of the Head of Paid Service or her/his nominee, and may not be made by Councillors.

**7.2 Assistants to Political Groups.** Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

## **8. DISCIPLINARY ACTION**

**8.1 Suspension.** The Head of the Paid Service, the Monitoring Officer or the Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct. That suspension will be on full pay and last no longer than two months.

**8.2 Independent Person.** No other disciplinary action may be taken in respect of any of those officers except in accordance with a recommendation in a report made by a designated independent person.

**8.3** Where it appears to the Council that an allegation of misconduct by:

The Head of the Paid Service;

The Monitoring Officer; or

The Chief Finance Officer.

requires to be investigated, the Council must appoint a person ("the designated independent person") to carry out the investigation.

**8.4** The designated independent person must be such a person as may be agreed between the Council and the relevant officer, or in default of such agreement, nominated by the Secretary of State.

**8.5** In the course of the investigation the designated independent person may direct:

**8.5.1** that the Council terminate any suspension of the relevant officer;

**8.5.2** that any such suspension must continue beyond the two month period in 8.1;

**8.5.3** that the terms on which any such suspension has taken place must be varied in accordance with the direction; or

**8.5.4** that no steps (whether by the Council or any Committee, Sub-Committee or officer acting on behalf of the Council) towards disciplinary action or further disciplinary action against the relevant officer, other than steps taken in the presence, or with the agreement of, the designated independent person are to be taken before a report is made under 8.8 below.

**8.6** The designated independent person may inspect any documents relating to the conduct of the relevant officer which are in the

possession of the Council or which the Council has the power to authorise him or her to inspect.

- 8.7** The designated independent person may require any Member of the Council's staff to answer questions concerning the conduct of the relevant officer.
- 8.8** The designated independent person must make a report to the Council
- 8.8.1** stating her/his opinion as to whether (and if so, the extent to which) the evidence s/he has obtained supports any allegation of misconduct against the relevant officer; and
- 8.8.2** recommending any disciplinary action which appears to her/him to be appropriate for the Council to take against the relevant officer.
- 8.9** The designated independent person must, no later than the time at which they make a report under 8.8. above to the Council, send a copy of the report to the relevant officer.
- 8.10** The Council must pay reasonable remuneration to a designated independent person and any costs incurred by her/him, or in connection with, the discharge of her/his functions.
- 8.11 Involvement of Members in Disciplinary Action.** Members of the Council will not be involved in disciplinary action against any officer below deputy chief officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, through the Council's disciplinary, capability and related procedures, as adopted from time to time which may allow a right of appeal to Members in respect of disciplinary action.

## **9. DISMISSAL**

Members of the Council will not be involved in the dismissal of any officer below deputy chief officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, through the Council's disciplinary, capability and related procedures, as adopted from time to time which may allow a right of appeal to Members in respect of dismissals.

Where a Committee, Sub-committee or officer ("the dismissor") proposes to dismiss:

The Head of the Paid Service;

A statutory chief officer;

A non-statutory chief officer or,

A deputy chief officer.

Notice of dismissal must not be given until the dismissor has notified the Head of the Paid Service (or where the officer to be dismissed is the Head of the Paid Service, the Monitoring Officer) of the name of the person whom the dismissor wishes to dismiss and any other particulars which the dismissor considers are relevant to the dismissal; and

b) The Head of the Paid Service, or as the case may be, the Monitoring Officer, has notified every Member of the Executive of:

The name of the person whom the dismissor wishes to dismiss;

Any other particulars relevant to the dismissal which the dismissor has notified; and

The period within which any objection to the dismissal is to be made by the Leader on behalf of the Executive to the Head of the Paid Service/ Monitoring Officer; and

c) Either:

The Leader has within the period specified in the notice under 9.2. b) above notified the dismissor that neither s/he nor any other Member of the Executive has any objection to the dismissal;

The Head of the Paid Service/Monitoring Officer has notified the dismissor that no objection was received by her/him within that period from the Executive;

Or:

The dismissor is satisfied that any objection received from the Executive within that period is not material or is not well founded.

# Part 5 - Codes and Protocols

## 5.1 Code of Conduct for Members

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Section	Subject
<b>1</b>	Introduction
<b>2</b>	General Principles
<b>3</b>	General Provisions
<b>4</b>	Interests
<b>5</b>	The Register of Members' Interests

### 1. INTRODUCTION

**1.1** Tower Hamlets Council has adopted this Code of Conduct for Members in accordance with the Local Government Act 2000. The Code will assist the Council in providing excellent local government for the people of the borough.

### 1.2 Tower Hamlet's Code of Conduct

**1.2.1** The Council's Code of Conduct consists of the mandatory provisions of the Local Authorities (Model Code of Conduct) (England) Order 2001.

**1.2.2** The Standards Board for England will investigate any alleged breach of the provisions of the Code of Conduct by a Member or co-opted Member of the Council.

### 1.3 Acceptance of the Code of Conduct

**1.3.1** Upon election, a Member may not act as such unless s/he has given the Council a written undertaking that in performing her/his functions s/he will observe this Code of Conduct and any locally agreed codes and protocols.

**1.3.2** A person who becomes a co-opted Member of the Council may not act as such unless s/he has given the Council a written undertaking that in performing her/his functions s/he will observe this Code of Conduct and any locally agreed codes and protocols.

## **1.4 Other Codes and Protocols**

**1.4.1** This Code of Conduct should be read in conjunction with the other Codes and Protocols that have been adopted by the Council as supplementary guidance for Members and officers. These codes and protocols do not form part of the Code of Conduct but Members and officers are required to comply with their provisions.

**1.4.2** Any failure by a Member to comply with these additional codes and protocols may be investigated by the Standards Committee and appropriate sanctions may be applied by the Committee where necessary.

**1.4.3** Any failure by officers to comply with these codes and protocols will be referred to the relevant Corporate Director and where appropriate disciplinary action may be taken.

**1.4.4** The Council has approved the following Protocols:

- Planning Code of Conduct
- Licensing Code of Conduct
- Protocol for Member and Officer Relations
- Employees' Code of Conduct

## **1.5 Further Guidance**

**1.5.1** If you require further guidance on the application or interpretation of the provisions of this Code or any other Code of Conduct or Protocol approved by the Council you should contact the Monitoring Officer.

## **2. GENERAL PRINCIPLES**

In accordance with the Relevant Authorities (General Principles) Order 2001 the following principles are to govern the conduct of the Members of Tower Hamlets Council:



### ***1. Selflessness***

Members should serve only in the public interest and should never improperly confer an advantage or disadvantage on any person.

### ***2. Honesty and Integrity***

Members should not place themselves in situations where their honesty and integrity may be questioned. Members should not behave improperly and should on all occasions avoid the appearance of such behaviour.

### ***3. Objectivity***

Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

### ***4. Accountability***

Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities. Members should co-operate fully and honestly with any scrutiny appropriate to their particular office.

### ***5. Openness***

Members should be as open as possible about their actions and those of the authority and should be prepared to give reasons for those actions.

### ***6. Personal Judgement***

Members may take account of the view of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

### ***7. Respect for Others***

Members should promote equality by not discriminating unlawfully against any person and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.

Members should respect the impartiality and integrity of the authority's statutory officers and its other employees.

### **8. Duty to Uphold the Law**

Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

### **9. Stewardship**

Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

### **10. Leadership**

Members should promote and support these principles of leadership, and by example, should act in a way that secures or preserves public confidence.

*Paragraphs 2 and 8 above also apply to activities of Members when they are **not** acting in an official capacity.*

## **3. GENERAL PROVISIONS**

### **3.1 Scope**

**3.1.1** A Member must observe the Council's Code of Conduct whenever s/he acts in her/his official capacity.

**3.1.2** A Members acts in her/his official capacity whenever s/he:

- conducts the business of the authority;
- conducts the business of the office to which s/he has been elected or appointed; or
- acts as a representative of the authority.

**3.1.3** Except where expressly stated (3.3.3 and 3.3.4 (a)), this Code of Conduct only applies where a Member is acting in an official capacity.

**3.1.4** Where a Member acts as a representative of the Council;

- on another relevant authority, s/he must, when acting for that other authority, comply with that other authority's Code of Conduct; or
- on any other body, s/he must, when acting for that other body, comply with the Council's Code of Conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

**3.2 Application to Co-opted Members**

**3.2.1** Under the Local Authorities (Model Code of Conduct) (England) Order 2001 the definition of "Member" includes a co-opted Member of the Council.

**3.2.2** A "co-opted Member" is a person who is not a Member of the authority but who:

- is a member of any Committee or Sub-Committee of the authority, or
- is a member of, and represents the authority on, any joint Committee or joint Sub-Committee of the authority,

and who is entitled to vote on any question, which falls to be decided at any meeting of that Committee or Sub-Committee.

**3.2.3** However Tower Hamlets Council has decided that, in the interests of maintaining good local government, the Code of Conduct for Tower Hamlets and the locally agreed codes and protocols will apply to all co-opted Members of the Council, whether or not entitled to vote.

**3.3 General Obligations**

**3.3.1** A Member must:

- (a) Promote equality by not discriminating unlawfully against any person;

- (b) Treat others with respect;
- (c) Not do anything which compromises or which is likely to compromise the impartiality of those who work for, or on behalf of, the authority.

**3.3.2** A Member must not:

- (a) disclose information given to them in confidence by anyone, or information acquired which they believe is of a confidential nature, without the consent of a person authorised to give it, or unless required by law to do so; nor
- (b) prevent another person from gaining access to information to which that person is entitled by law.

**3.3.3** Members must not, in their official capacity, or any other circumstance, conduct themselves in a manner that could reasonably be regarded as bringing their office or the authority into disrepute.

**3.3.4** Members:

- (a) must not in their official capacity, or any other circumstance, use their position improperly to confer on or secure for themselves or any other person, an advantage or disadvantage;
- (b) must, when using or authorising the use by others of the resources of the Council
  - (i) act in accordance with the Council's requirements;  
and
  - (ii) ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate or be conducive to, the discharge of the functions of the Council or of the office to which the Member has been elected or appointed.

**3.3.5** A Member must, when reaching decisions:

- (a) have regard to any relevant advice provided to her/him by:
- The authority's Chief Finance Officer acting under section 114 of the Local Government Finance Act 1988; or
  - The authority's Monitoring Officer acting under section 5(2) of the Local Government and Housing Act 1989.
- (b) give the reasons for those decisions in accordance with the Council's and any statutory requirements in relation to the taking of an executive decision.

**3.3.6** An "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.

**3.3.7** Members must, if they become aware of any conduct by another Member which they reasonably believe involves a failure to comply with the authority's Code of Conduct, make a written allegation to that effect to the Standards Board for England as soon as it is practicable to do so.

## **4. INTERESTS**

**All Members present at a meeting in whatever capacity are required to declare any personal or prejudicial interest they may have as defined below:**

### **4.1 Personal Interests**

- 4.1.1** A Member must regard her/himself as having a personal interest in any matter where:
- the matter relates to an interest that is required to be registered on the Council's register of interests maintained under section 81(1) of the Local Government Act 2000; or

- a decision on the matter may reasonably be regarded as affecting (to a greater extent than other council tax payers, ratepayers or inhabitants of the authority's area) the wellbeing or financial position of the Member, a relative or a friend or:
  - (i) any business or employment carried on by them;
  - (ii) any employer, any firm of which they are a partner or a company of which they are directors;
  - (iii) any corporate body in which they have a beneficial interest in a class of securities with a nominal value exceeding £5,000; or
  - (iv) any body of the following type in which such persons hold a position of control or management, ie
    - a) a body to which the Member has been appointed or nominated by the authority as its representative;
    - b) a public authority or body exercising functions of a public nature;
    - c) a company, industrial and provident society, charity, or body directed to charitable purposes;
    - d) a body whose principal purposes include the influence of public opinion or policy; and
    - e) a trade union or professional association.

*"Relative" means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of these persons.*

*"Partner" means a member of a couple who live together.*

## **4.2 Disclosure of Personal Interests**

**4.2.1** A Member with a personal interest in a matter, who attends a meeting of the authority at which the matter is considered, must disclose to that meeting the existence and nature at the commencement of that consideration, or when the interest becomes apparent.

**4.2.2** A Member with a personal interest in any matter who has made an executive decision in relation to that matter must ensure that any written statement of that decision records the existence and nature of the interest.

*This is subject to 4.5.1 (b) below which deals with executive decisions on personal interests which are also prejudicial interests.*

## **4.3 Prejudicial Interests**

**4.3.1** A Member with a personal interest in a matter will also have a prejudicial interest in that matter if the interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

**4.3.2** A Member may regard her/himself as not having a prejudicial interest in a matter if that matter relates to:

- another relevant authority of which they are a Member;
- another public authority in which the Member holds a position of general control or management;
- a body to which the Member has been appointed or nominated by the authority as its representative\*;

**\*A Member appointed as a Council nominee to an external body may rely on this provision to enable them to participate and vote at Council meetings where decisions are being taken which affect that external body. However, before deciding whether to rely on this exemption Members should consider the nature of the decision and the extent of its affect on the external body having regard in particular to public perception of their participating in the Council decision .**

- the housing functions of the authority where the Member holds a tenancy or lease with a relevant authority, provided that:
  - (1) the Member does not have arrears in rent with that relevant authority of more than two months; and
  - (2) those functions do not relate particularly to the Member's tenancy or lease;
- the functions of the authority in respect of school meals, transport and travelling expenses, where the Member is a parent guardian or parent of a child in full-time education, unless it relates particularly to the school which the child attends;
- the functions of the Authority in respect of statutory sick pay under part XI of the Social Security Contributions and Benefits Act 1992 where the Member is in receipt of, or is entitled to the receipt of such pay from a relevant authority; and
- the functions of the authority in respect of an allowance or payment made under sections 173 to 176 of the Local Government Act or section 18 of the Local Government and Housing Act 1989 (Members' allowances).

#### **4.4 Overview and Scrutiny Committees**

- 4.4.1** A Member must, if s/he is involved in the consideration of a matter at a meeting of an overview and scrutiny committee of the authority or a sub-committee of such a committee, regard her/himself as having a personal and a prejudicial interest if that consideration relates to a decision made, or action taken, by another of the authority's committees, sub-committees, joint



committees or joint sub-committees of which s/he is also a member.

- 4.4.2** But this provision does not apply if a Member attends an Overview and Scrutiny Committee meeting for the purpose of answering questions or otherwise giving evidence relating to that decision or action.

#### **4.5 Participation in Relation to Disclosed Interests**

- 4.5.1** A Member with a prejudicial interest in any matter must\*:

- (a) Withdraw from the room where a meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless s/he has obtained a dispensation from the Council's Standards Committee.
- (b) Not exercise executive functions in relation to that matter; and not seek improperly to influence a decision about that matter.

- 4.5.2** Members with a prejudicial interest may, unless it is a financial interest, and unless paragraph 4.4 above applies, participate in a meeting of the Council's

- (a) Overview and Scrutiny Committees; and
- (b) joint or area committees

of which s/he may also be a member.

- 4.5.3** "Meeting" means any meeting of:

- The Council;
- The executive of the Council; or
- Any of the Council's or its executive's committees, sub-committees, joint committees, or area committees.

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**\*Unless a dispensation has been agreed in writing in advance of the meeting by the Standards Committee. Further advice on dispensations can be obtained from the Monitoring Officer.**

## **5. THE REGISTER OF MEMBERS' INTERESTS**

### **5.1 Registration of Financial and other Interests**

**5.1.1** Within 28 days of the provisions of a Code of Conduct being adopted or applied to the authority or within 28 days of her/his election or appointment to office (if that is later) a Member must register her/his financial interests in the authority's register maintained under s.81 (1) of the Local Government Act 2000 by providing written notification to the Council's Monitoring Officer of:

- any employment or business carried on by the Member;
- the name of the Member's employer, any firm where they are a partner and any company for which they are a paid director;
- the name of any person (other than a relevant authority) who made payment to them in respect of their election or any expenses incurred by them in carrying out their duties;
- the name of any corporate body which has a place of business in the authority's area, in which the Member has a beneficial interest in a class of securities of that body, that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital of that body;
- a description of any contract for goods, services or works made between the authority and:
  - (1) the Member;
  - (2) a firm of which the Member is a partner;
  - (3) a company of which the Member is a paid director; or
  - (4) a corporate body in which the Member has a beneficial interest in a class of securities that exceeds the nominal value of £25,000 or one

hundredth of the total issued share capital of that body.

- the address or description (sufficient to identify the location) of any land that is in the area of the authority and in which the Member holds a beneficial interest;
- the address or description (sufficient to identify location) of any land where the authority is the landlord and the tenant is:
  - (1) a firm of which the Member is a partner;
  - (2) a company of which the Member is a paid director; or
  - (3) a corporate body in which the Member has a beneficial interest in a class of securities that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital of that body;
- the address or description (sufficient to identify the location) of any land in the authority's area for which the Member holds a licence to occupy for 28 days or longer.

**5.1.2** Within 28 days of the provisions of a Code of Conduct being adopted or applied to the authority or within 28 days of her/his election or appointment to office (if that is later) a Member must register her/his other interests in the authority's register maintained under s.81 (1) of the Local Government Act 2000 by providing written notification to the Council's Monitoring Officer of her/his membership or position of general control or management in any:

- body to which s/he has been appointed or nominated by the authority as its representative;
- public authority or body exercising public functions;

- company, industrial and provident society, charity or body directed to charitable purposes;
- body whose principal purposes include influencing public opinion or policy;
- trade union or professional association; and
- private club such as Freemasons, a recreational club, working men's/women's club or private investment club.

**5.1.3** A Member must notify the Monitoring Officer in writing of any changes to the interests registered above within 28 days of becoming aware of any change.

## **5.2 Registration of Gifts and Hospitality**

**5.2.1** A Member must, within 28 days of receiving any gift or hospitality over the value of £25, give written notification to the authority's Head of Democratic Renewal and Engagement (on behalf of the Monitoring Officer) of the existence and nature of that gift or hospitality.

## 5.2 Planning Code of Conduct

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#### 1. **INTRODUCTION**

- 1.1 The Planning System involves taking decisions about the use and development of land in the wider public interest having regard, in particular, to the development plan or plans. When such decisions are made the requirements of individuals (be they applicant or neighbour) must be balanced against the broader public interest. It is of fundamental importance that the planning system should not only be fair, but should be seen to be fair. So, the Local Government Association has recommended that Planning Authorities agree a local Code of Practice to guide elected Members, officers and developers in the way they go about their business. This Planning Code of Conduct applies to all Council Officers and Members and not exclusively to Members of the Development Committee(s)
- 1.2 The Council has made arrangements from the 22 May 2002 (which may be changed periodically) as follows:-

- For its Development Committee(s) to deal with the determination of planning applications and related matters (e.g. Environmental Impact Assessments) and related observations
- For key decisions as defined by statute to be reserved to the Executive and
- For the remaining Town and Country Planning matters (e.g. including the evaluation and scoping of EIA and development) to be delegated for determination by the Council's Corporate Director of Development and Renewal or delegated nominee.

### **Elected Members**

- 1.3 Elected Members set the Council's planning policy and determine planning applications and enforcement issues within the context of that policy. When elected Members come to make a decision on a planning matter, should always:-
- Act fairly and openly
  - Approach each application with an open mind
  - Carefully weigh up all relevant issues
  - Determine each application on its own merits
  - Avoid contacts with interested parties which might be taken to indicate that they were unduly influenced by one party or another
  - Ensure that there are clear and substantial reasons for their decisions, and that those reasons are clearly stated
- 1.4 Elected Members may delegate certain planning decisions to officers and where this is the case, officers are bound to act in accordance with the principles set out in this paragraph.

## **Role of Officers**

- 1.5 The function of officers is to advise and assist Members in matters of planning policy and in their determination of planning applications and enforcement issues by:-
- Providing impartial and professional advice
  - Making sure that all the information necessary for the decision to be made is given
  - Providing a clear and accurate analysis of the issues
  - Setting applications and enforcement issues against broader development plan policies and all other material considerations
  - Giving a clear recommendation
  - Carrying out the decisions of Councillors in Committee or Sub-Committee
- 1.6 The Corporate Director Development & Renewal also determines planning applications acting under delegated authority.
- 1.7 This Code sets out the requirements to give effect to the Council's rules and procedures for the London Borough of Tower Hamlets Development Committee(s) by which all parties are bound (e.g. elected Members, officers, applicants, objectors, and members of the public) when determining planning applications, enforcement issues, and related process.
- 1.8 If at any time it appears that the Code's requirements are not being followed then the Council's Monitoring Officer will report this to the Standard Board for England or the Council's Standards Committee as appropriate.

## **Relationship between Members and Officers**

- 1.9 Members and officers have different but complementary roles. Both serve the public but Members are responsible to the electorate, both as to representing their views and acting



responsibly in terms of using resources and acting on the advice of officers where necessary. Officer advisers are responsible to the Council as a whole.

- 1.10 Good administration is dependent on a successful relationship between Councillors and officer advisers, which can only be based upon mutual trust and understanding of each other's roles and responsibilities.
- 1.11 Officers have a duty to give impartial advice to Councilors and the Council on planning applications and to make recommendations to Committees in the light of the Council's adopted and national planning policies using their professional judgement.
- 1.12 Members should not attempt to use their position as Councillors in any way to pressurise or unduly influence officers into making a particular recommendation.
- 1.13 Decisions must be taken in accordance with the Town and Country Planning Act 1990 sections 54A and 70 (2), which state:

**S54A Status of Development Plans:**

*Where, in making determination under the Planning Acts, regard is to be had to the development plan, the determination shall be made in accordance with the plan unless material considerations indicate otherwise.*

**S70 (2) Determination of Applications - general considerations:**

*In dealing with such an application the Authority shall have regard to the provisions of the development plan, so far as material to the application, and to any other material considerations*

## **2. THE NEED FOR GUIDANCE**

- 2.1 A key purpose of the planning system is to control development in the public interest. However, planning is not an exact science, it relies on informed judgements made within a policy context and, in doing so, can affect the daily lives of everyone as well as the private interests of individuals, landowners and developers.
- 2.2 The planning process and the decisions, which flow from it, can therefore be highly contentious. This is heightened by the openness of the system, actively inviting public opinion before taking decisions.
- 2.3 Planning can affect land and property interests, particularly the financial value of land holdings. It can also affect, sometimes irrevocably, the quality of the environment, in which local residents live and work. Of all areas of local government the discharge of the planning function gives rise to the greatest number of difficulties and allegations of impropriety.
- 2.4 It is important, therefore, that Planning Authorities should make planning decisions affecting these interests, openly, impartially, with sound judgement and for justifiable reasons. Those reasons must have regard to the framework of legislation, national policy, development plans and local guidance.
- 2.5 There are already established codes of conduct to which elected Members and officers must have regard. These include the Code of Conduct for Members (which is mandatory) and the Royal Town Planning Institute's Code of Professional Conduct. Officers who are Members of the Royal Town Planning Institute are subject to the Code of Professional Conduct. The Institute may discipline them if they act in breach of the code. Advice is also given by the Standards Board for England, the Audit Commission, The Local Government Ombudsman and The National Planning Forum.

- 2.6 Failure to follow the provisions of any of these codes without good reason can be taken into account in investigations into possible maladministration or have implications for the Council's reputation and the standing of and personal position of both Councilors and professional officers.

### **3. STATUS**

- 3.1 This local Planning Code of Conduct has been prepared to assist Members and officers in the discharge of the Council's planning functions.
- 3.2 Decisions in respect of planning matters are the subject of particularly close scrutiny - both because large sums of money may be at stake for applicants for planning permission and because the quality of the environment in that local residents and the wider community live and work may be irrevocably affected.
- 3.3 Planning decisions must therefore be taken on the basis of material planning considerations within the framework of national legislation, national policy, development plans and other local planning guidance.
- 3.4 This Code of Conduct has the status of formal guidance for Members and Council officers regarding the discharge of planning functions of the Council and forms part of the Council's ethical framework. Members and officers need to abide by the above to protect their own position and the Council's reputation.
- 3.5 The Code is also designed to assist Members in dealing with and recording approaches from developers and objectors and is intended to ensure propriety and transparency in decision-making process is preserved.

### **4. DECISION-MAKING**

All Members present at a meeting in whatever capacity are required to declare any personal or prejudicial interest they may have as identified below:

- 4.1 Members should only consider the material planning merits of an application in determining whether or not to grant planning permission. Members should not give weight to non-planning related matters that may be raised by members of the public or third parties.
- 4.2 Applicant or objector may not raise any substantial new information at a meeting without due notice in accordance with the Development Committee's procedure for the receipt of deputations. Any attempts by applicants or objectors (or their agents) to introduce such information in breach of the procedure for the receipt of deputations must be approved by Members in arriving at their final decision.
- 4.3 Planning applications are considered in line with the policies set out in development plans, and adopted supplementary planning guidance. Applications must be determined in accordance with policy unless material considerations indicate otherwise. Officers' reports and verbal presentations by officers at committee set out the level of compliance of each application with relevant development plans.
- 4.4 If a decision of the Development Committee is seen to be made other than on material planning grounds it could be open to legal challenge, and if a planning inspector or court deems the decision to be flawed, it may be overturned with possible adverse implications for the Council both in terms of cost and reputation.

#### **Decisions against Officer Advice**

- 4.5 The Development Committee should reach its decisions by attaching different weight to the relevant material planning policy considerations when applied to the facts of an individual application.
- 4.6 If the Development Committee resolve to depart from the advice and recommendations of the planning officer an indication of the material planning reasons for that decision must be entered into the minutes of the relevant meeting and the names of the elected Members voting for that decision will be recorded in the minutes, as will, those elected Members who voted against or abstained.

- 4.7 That Committee item will then be deferred for consideration at a future meeting of the Development Committee to be accompanied by a written report from officers, in which the planning, technical and legal officers shall review and if appropriate propose planning reasons for approval/refusal and give advice upon the policy and factual basis that might be sustainable to substantiate those planning, technical and legal reasons.
- 4.8 If the majority of Members at that subsequent Development Committee make a decision contrary to the planning officer's recommendations, a recorded and named vote will be taken.
- 4.9 Before taking such a decision elected Members must take legal advice as to the implications of the decisions they propose to take and consider the cost and challenge implications which could ensue for the Council.

## **5. BEFORE A MATTER COMES TO THE COMMITTEE**

### **Lobbying and contact with the public, developers/ agents, advisers etc.**

- 5.1 Applicants their agents or advisers or other interested parties on occasions may want to discuss a proposed development with elected Members before a planning application is determined.
- 5.2 However, Members are under an obligation to determine matters on their planning merits. That means that they must not make up their minds before receiving and reading any officer report or before hearing any debate on the matter out of which new information may arise.
- 5.3 If a Member states her/his support for, or opposition to, a proposal before the matter is formally considered at the relevant meeting, s/he cannot claim to retain an open mind on the issue and be prepared to determine it fairly on its merits.
- 5.4. Members should:-
- Not meet an applicant or potential applicant alone

- Ensure that they do not make it known in advance whether they support or oppose a proposal
- If asked for advice in relation to any planning matter restrict their response to giving procedural advice only
- Direct lobbyists or objectors to the relevant planning officers, who will include reference to their opinions, where relevant, in their report

5.5 Where a Member has been lobbied, they should report this to the Corporate Director Development & Renewal and the Chair of the Committee giving details of the basis on which they have been lobbied and by whom.

5.6 Members should act in the public interest and not at the behest of any individual or interest.

If the Member feels that they no longer retain an open mind on the matter, but that their impartiality has been compromised, they will need to decide whether to declare a prejudicial interest and withdraw from the decision making process.

5.7 There may be circumstances when a Member of the Development Committee decides that they want to act as a representative of their electoral area, reporting and advocating the views of their constituents. In those circumstances, they should not seek to participate in consideration of the application by the Committee nor in any vote on the matter; and they should seek the Committee's consent to represent the constituents' views to the meeting provided the Member does not need to declare a prejudicial interest which would requiring them to withdraw from the meeting. The Council's Monitoring Officer will give advice on whether an interest should be declared in cases of doubt.

5.8 Members may either represent a constituency point of view or they may take part in the discussion and vote but they must make it clear to the Committee before any discussion of the proposed development what course of action they are taking.

5.9 Members of the Development Committee, or other Members addressing the Committee, shall declare, prior to that address or submission any contact which they have had with an applicant, agent, adviser or interested party in the matter under consideration.

- Where a Member receives relevant information in respect of an application which is not contained in the Corporate Director Development & Renewal's report on the application, they should advise the Corporate Director Development & Renewal before any committee meeting so that the information can be confirmed and if appropriate a supplementary report will be prepared. The Member concerned should copy, or pass at the earliest practicable opportunity, on any data, plans, correspondence or other material received to the Corporate Director Development & Renewal at the earliest opportunity.

#### **Discussions with Potential Applicants/Pre and Post Application Discussions**

5.10 Pre-application meetings with potential applicants can be beneficial if they assist to resolve matters, which might otherwise lead to the refusal of planning permission. In order to maintain Members' impartiality such meetings should normally be at officer level, although they may exceptionally also include Members. All such meetings, whether or not they involve Members:

- Will be arranged by and attended by an officer and may also include the Chair of the Committee. Meetings should be arranged for structured discussion based on pre agreed agendas
- Will be attended by at least two officers to include the Corporate Director Development & Renewal or her/his representative
- A note of the discussion will be taken and placed on file notes will also be made of telephone discussions/conferences and of any strategic or

contentious issues. Planning files are open to public inspection.

- It will be made clear at such meetings that no commitments can be made which could bind or otherwise compromise the relevant Development Committee or any member of it. It will also be made clear that not all relevant information may be to hand, nor may formal consultation with interested parties have been completed.
- Members should only receive information and should not enter into negotiations. This specifically includes the basis, terms, purposes or financial quantum of any agreement for developer contribution.

5.11 In all discussions Members should:

- Remember that their overriding duty is to the whole community not just to the people in their ward/local area and, taking account of the need to make decisions impartially, should not improperly favour any person, company, group or locality
- Follow the Council's Members' Code of Conduct and refuse hospitality or gifts. If such an offer is made it must be reported to the Monitoring Officer. Officers and elected Members must behave in such a manner to avoid giving the impression that they are open to such offers and:-
- Refer to the Corporate Director Development & Renewal any offers made of developer contributions or constraint of development, through a proposed planning obligation agreement or otherwise

5.12 An elected Member, when attending public meetings, should take great care to maintain her/his impartiality by listening to all points of view expressed at the meeting and should not state a conclusive view on any pre-application proposals or submitted planning application.

5.13 Members should avoid social contacts with developers, their agents or advisers, particularly when applications are being



submitted and evaluated and/or when controversial decisions are in prospect.

- 5.14 An elected Member of the Development Committee or any other elected Member of the Council should not approach, persuade or pressurise an applicant or their agents or advisers for planning permission to make changes to the application or to offer developer contributions.

### **Membership of Committees**

- 5.15 If an elected Member's connections with the property and development industry (e.g. developers, advisers, estate agents, valuers, surveyors or related consultancies etc) are such that they would frequently have to disclose an interest and refrain from taking part in the Committee's business, or otherwise could not regularly carry out their duties, they should give urgent and careful consideration before seeking or accepting a seat on the relevant Committee.
- 5.16 It is preferable that when membership of the relevant Committee is determined, consideration be given to ensuring that, for each Ward, there is always at least one Councillor who is not a Member of either the Development Committee or Strategic Development Committee.

### **Use of Political "Whips"**

- 5.17 Members should determine all planning applications on their merits and should not take into account any consideration, which they are not prepared to identify in open Committee.
- 5.18 It is not appropriate for any party group to instruct its members, whether individually or in a political group meeting prior to a Development Committee, to vote in a particular manner on an application or to apply or threaten to apply any sanction to any Member who voted contrary to the group's collective view.
- 5.19 Where such a whip has been applied, Members should declare it in exactly the same manner as they would declare any other attempt at lobbying.

## **Access to Planning Officers/Offices**

- 5.20 Officers are required to manage Council services in accordance with the policy and instructions adopted by elected Members through formal Cabinet/Committee decisions. Like all other officers of the Council, planning officers are appointed to serve the Council as a whole and not any political group.
- 5.21 Any Member wishing to discuss a particular planning matter with a planning officer should make an appointment with the relevant officer through formal reception arrangements (reception desk or Director/Service Head's PA). The request for such a meeting may be refused if the officer considers it may lead to a breach of any code of conduct, or prejudice the proper and effective impartial assessment of an application, or it is otherwise reasonable to refuse an appointment. Where an appointment has been refused the Member concerned may request that the matter may be reviewed jointly by the Monitoring Officer and the Corporate Director Development & Renewal, whose decision shall be final.
- 5.22 The Council is expected to make a decision on all applications within eight, thirteen or fifteen weeks of submission depending on the nature of the application. This is not always possible, particularly for applications, which are to be considered by the Development Committee. Applications are always included on the agenda of the first available Development Committee after completion of the officer's report so that a decision can be taken in the shortest possible time.
- 5.23 Members should not request officers to delay the determination or assessment of particular applications for their own personal or political convenience or following lobbying by applicants, agents/advisers or other interested parties.

## **6. PRE-DETERMINATION**

- 6.1 The right to a fair and unbiased hearing (particularly in the light of the Human Rights Act 1998) is a general legal

requirement, which applies in addition to the Code of Conduct for Members.

- 6.2 Members should not therefore participate or vote at a Committee meeting (even if to do so would not be a breach of a specific requirement of the Code of Conduct for Members) where they have already predetermined or made their mind up about the particular issue under consideration.
- 6.3 An example would be where a Councillor is an active member of a local pressure group that has supported or opposed plans for a particular development.
- 6.4 Members are decision-makers and should be seen to be neutral parties to the application being considered at Committee. Members should therefore not make any public statement as to their opposition to any application or related matter, such as developer contributions.

## **7. AT COMMITTEES**

### **Declaration of Personal and/or Prejudicial Interests**

- 7.1 The Code of Conduct for Members and the Council's Member/Officer Protocol gives advice on the declaration of personal and/or prejudicial interests.
- 7.2 Where interests arise, the Member must declare these in accordance with this advice. For example, working closely with an applicant or a group of objectors to achieve a certain outcome on an application, or being involved in the discussions and/or negotiation in connection with a proposed planning obligation agreement or, lobbying other Councillors on the Committee or generally declaring voting intentions ahead of the meeting indicates that a Councillor on the Committee has a prejudicial interest.
- 7.3 Where a Member has declared a prejudicial interest at a Committee meeting, the Member should leave the meeting at the point the item is reached and not participate in the consideration of the item.

- 7.4 It is important that all Councillors are familiar with the Code of Conduct for Members. Where in relation to any item any Councillor has a personal and/or prejudicial interest in an application (as defined in the Code), this must be declared at the earliest opportunity in the declaration of interests section of the Development Committee agenda, or at any time subsequently, or as soon as practicable when the interest becomes apparent.
- 7.5 Where a Member is in any doubt about whether they have an interest, they should always seek the advice of the Council's Legal or Democratic Services officers, disclosing all material facts. Whenever possible, advice should be taken before meetings. Ultimately however, the duty to declare and the decision as to whether an interest should be disclosed rests with the elected Member concerned. A Member may remain and vote on an item where a personal interest (which is not prejudicial) has been declared.
- 7.6 A Ward Member who is also a member of the Development Committee who wishes to address the Committee about a proposed development in her or his ward should comply with the requirements of paragraph 5.7 above.

#### **Councillors who are not Members of the Committee**

- 7.7 Members who are not on the Development Committee may make written representations to the Council about a planning application in the same way as can any other interested person.
- 7.8 When a Councillor who is not a member of the Committee speaks at a meeting they shall disclose at the earliest opportunity any interest including the fact that they have been in contact with the applicant, agent, adviser or an interested party if this is the case, and make it clear whether they are speaking on behalf of such persons or any other particular interest.
- 7.9 Any Councillor who is not on the Committee but who is at one of its meetings should sit separately, so as to demonstrate clearly that they are not taking part in the discussion, consideration or vote.

- 7.10 They should not communicate in any way with Members of the Committee or pass papers or documents to them before or during the meeting.

### **Members' Conduct at Committees**

- 7.11 Members of the Committee should minimise their involvement in planning application, related consents, processes, and/or discussions or negotiations relating to planning obligations, prior to consideration by the Committee so that they are in an unfettered position to take all decisions at the meeting with an open mind and in relation to the facts, material planning considerations and officer advice.
- 7.12 Proceedings at the Committee are quasi-judicial and Members must not only act fairly, but must be seen to act fairly.
- 7.13 The Development Committee is held in public and applicants, their agents, advisers, objectors and all parties who have made written representations may on giving at least three days written notice prior to the meeting, address the Committee for up to five minutes or such time as the Development Committee otherwise determines to allow. During consideration of an application, Members should not speak or communicate with applicants, agents, advisers or, objectors or other interested parties other than in accordance with the Council's Procedure Rules and through the Chair of the Committee.
- 7.14 Members' questioning of speakers should be designed so as to clarify arguments and views and care should be taken not to express a view or show bias.
- 7.15 Members should not take part in a determination of a matter or vote on an application if they have not been present for whatever reason throughout the consideration of the item at that Committee meeting.
- 7.16 Any member of the Committee, or any other Member present at the meeting wishing to draw attention to a factual inaccuracy in the information before the Committee, shall do so through the Democratic Services officer.

## **Recording of Officers who are Present at Committees**

- 7.17 The Development Committee minutes must record which officers are present at Committee meetings as well as including explicit provision for the declaration of an officer's interest.

## **MEMBERS' SITE VISITS**

- 8.1 Officers visit all sites prior to preparation of their reports. Plans are displayed before and during each Development Committee meeting.
- 8.2 There may though be circumstances where a site visit would be helpful for Committee members. Sometimes the impact of the proposed development is difficult to visualise from plans and supporting information including photographs or there is good reason why the comments of the applicant or the objectors cannot be adequately expressed in writing. This could apply when for example:-
- The proposal represents a significant departure from development plans
  - The proposal raises wider policy issues
  - There is considerable concern about a local proposal
- 8.3 The purpose of a Members' site visit is for Members to familiarise themselves with the site itself and its surroundings, in order to understand the issues more clearly at Committee.
- 8.4 A Council officer should always be present at a Members' site visit and whenever possible, Members should visit the site unaccompanied by applicants, agents, advisers or objectors, Councillors who are not members or substitute members of the Committee should not attend site visits.
- 8.5 During Members' site visits, Councillors, along with the accompanying officers, should carry out the inspection in one group. The Chair, or senior officer present, should ensure that applicants, agents, advisers, or objectors do not impose themselves on the group or individual Members of the group.

- 8.6 Members should refrain from making comments on the merits or otherwise of the application to any interested party who may be present. No decisions should be taken or suggested at the site.
- 8.7 If a Member has visited an applicant's or objector's property s/he must disclose this fact prior to or at the latest at the Committee meeting.
- 8.8 Applications should not normally be deferred to enable a site visit to take place unless detailed reasons for the site visit are agreed by the Committee and minuted. Both the applicant and interested parties will be notified of those reasons and if possible the date and time of visit.
- 8.9 Where premises are the subject of or affected by any planning application Members should only attend at those premises in the course of a formal site visit.

**9. DEVELOPMENT PROPOSALS SUBMITTED BY COUNCILLORS AND OFFICERS OR THEIR EMPLOYEES, PRINCIPALS OR NOMINEES**

- 9.1 Planning proposals submitted to their own Authority by Councilors and officers can give rise to suspicions of impropriety. Such proposals can take a variety of forms including planning applications and development plan proposals. It is, of course, perfectly legitimate for such proposals to be submitted. However, it is vital that they are handled in a way, which gives no grounds for accusations of favouritism, bias, or mal-administration.
- 9.2 Planning officers whether or not they are members of the Royal Town Planning Institute (RTPI) should also have regard to and be guided by the RTPI's Code of Professional Conduct.
- 9.3 No planning officer of the Council shall engage, other than on behalf of the Council, in any paid work for any town planning or related matter for which the Council is the local planning authority.

- 9.4 Councillors and officers who act as agents (or advisers) for people pursuing a planning matter within the Authority must play no part in the decision-making process for that proposal.
- 9.5 Similarly, should they submit their own proposal to the Authority they serve they must take no part in its processing. While they may properly seek pre-application advice from officers in exactly the same way as any other application, they must avoid all contact, whether direct or indirect, with Members of the Development Committee concerning the application.
- 9.6 For the sake of transparency in decision making, where any former planning officer their spouse or cohabiting partner were employed by the Council in the previous three years is involved in a planning or related application to the Council, this shall be referred to the Corporate Director of Development & Renewal as soon as possible who shall decide whether or not the application should be referred to Members, or determined in the usual way under delegated powers if the application is in accordance with development plans and all other material planning considerations.
- 9.7 Members of the Committee must consider whether the nature of any relationship with the Member (and/or officers) submitting the planning application requires that they make a declaration of interest and if necessary also withdraw from the meeting.
- 9.8 The Corporate Director of Development & Renewal will identify any such proposals and make arrangements for the Council's Monitoring Officer to be informed of each such case.
- 9.9 The Corporate Director of Development and Renewal shall certify to the Monitoring Officer in writing that the proposal has been processed properly.

## **10. TRAINING**

- 10.1 Members may not participate in decision making at meetings dealing with planning matters unless they have attended the mandatory planning training sessions prescribed by the Council.



- 10.2 They should endeavour to attend any other specialised training sessions provided, since these will be designed to extend their knowledge of planning law, regulations, procedures, codes of practice and development plans, which will assist them in carrying out their role properly and effectively.
- 10.3 Follow up training will also be required on probity and ethical issues, in the context of the new ethical framework introduced by the Local Government Act 2000.

### **Breach of this Code**

- 10.4 Where an elected Member (or officer) believes that another Member (or officer) is in breach of this Code of Practice, or has information which reasonably leads to a conclusion that a Member (or officer) proposes any activity or action which could cause a breach, that Member has a duty to report this matter to the Council's Monitoring Officer.

## **11. GENERAL**

- 11.1 This Code applies to all elected Members and Council officers involved in the discharge of the Council's planning functions. It is a public document freely available on request from the Council's Monitoring Officer.

## 5.3 Licensing Code of Conduct

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#### 1. INTRODUCTION

**1.1** Most decisions taken by Councillors are administrative in nature. The work of the Licensing Committee is different in that its proceedings are quasi judicial and the rules of natural justice apply. This imposes a new and higher set of standards on those Councillors who are involved in the decision-making process. Failure to abide by these standards may render the Council or individual Councillors open to challenge either through the courts or the Standards Board for England.

**1.2** This Code provides a set of guidelines for Councillors on the standards which apply to the Licensing Committee. It is part of the Council's ethical framework and should be read in conjunction with the Members' Code of Conduct and the Member/Officer Protocol.

#### 2. LEGAL BACKGROUND

##### 2.1 Human Rights Act

**2.1.1** The Human Rights Act 1998, which came into full effect on 2 October 2000, incorporated the key articles of the

European Convention on Human Rights into domestic law. The Convention guarantees certain basic human rights. As far as possible legislation (including the licensing laws) must be interpreted in such a way as to conform with Convention rights. Decisions on licensing issues are actions of a public authority and so must be compatible with Convention rights.

**2.1.2** Members of the Committee need to be aware of the rights contained in the Convention when making decisions and in particular:

- **Article 6: *Right to a fair trial***

In the determination of a person's civil rights and obligations everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law.

- **Article 8: *Right to respect for family and private life***

Everyone has a right to respect for his or her private life, and his or her home and correspondence.

- **Article 1: *of the First Protocol: Protocol of property***

Every natural or legal person is entitled to the peaceful enjoyment of his possessions. No one shall be deprived of his or her possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law.

- **Article 1: *Prohibition of discrimination***

The enjoyment of the rights and freedoms in the Convention shall be secured without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin,

association with a national minority,  
property, birth or other status.

**2.1.3** Articles 6 and 14 are absolute but most Convention rights are not and in respect of those Articles there are circumstances when an interference with a person's rights is permitted, although any interference with the rights must be proportionate and go no further than is necessary.

## **2.2 Quasi-Judicial Hearings**

**2.2.1** A quasi-judicial hearing is one:

- which affects a person's livelihood
- which involves disciplinary action
- which affects property

**2.2.2** These hearings are subject to the rules of natural justice. Properly applied, the rules of natural justice will ensure that the requirements of the Convention that a hearing is both "fair" and presided over by an "independent and impartial tribunal" are met.

**2.2.3** There are two principles underlying the rules of natural justice. First, all parties must be given a chance to put their case under conditions which do not put one party at a substantial disadvantage to the other party. All parties should be given sufficient notice of the hearing, the applicant should have disclosure of the nature of the objections as well as knowing who is objecting and there should be a right to question witnesses.

**2.2.4** Second, a person who has an interest in an application must be disqualified from considering it. The Licensing Committee must be impartial – not only must there be no actual bias but there must be no perception of bias.

**2.2.5** The procedure rules which govern hearings of the Licensing Committee reflect the requirements of the Human Rights Act and the rules of natural justice. To avoid any allegations of bias or perceived bias,

Councillors sitting on the Licensing Committee must strictly observe those procedure rules.

### **3. BEFORE THE HEARING**

#### **3.1 Training of Councillors**

**3.1.1** Because the technical and propriety issues associated with licensing are not straightforward, it is the Council's policy to arrange training on the work of the Licensing Committee for all Councillors who sit on the Committee. Councillors must undertake the training before participating in a meeting of the Committee. Other Councillors are free to attend in order to gain an understanding of licensing issues.

#### **3.2 Application by a Councillor or Officer**

**3.2.1** The Licensing Committee may need to determine an application submitted by a Councillor or an officer, or by a company or individual with which a Councillor or officer has an interest or relationship. On receipt, the Corporate Director Environment and Culture will pass a copy of the application to the Monitoring Officer who will satisfy himself/herself that the application can be, and is being, processed and determined without suspicion or impropriety.

#### **3.3 Lobbying**

**3.3.1** Councillors may be approached or lobbied by an applicant, agent or objector about a particular licensing application. Lobbying is a normal and perfectly proper part of the political process but it does not sit well with the quasi judicial nature of a Licensing Committee when a Councillor must enter the meeting with an open mind and make an impartial determination on the relative merits of all the evidence presented at the hearing. **Being lobbied in advance is incompatible with this high standard.**

- 3.3.2** If a member is approached s/he should advise the lobbyist to address any comments or concerns to the Corporate Director Environment and Culture. In no circumstances should a Councillor give an indication of voting intentions or otherwise enter into an unconditional commitment to oppose or support the application. To do so without all relevant information and views would be unfair and prejudicial. A Councillor who feels that s/he has been exposed to undue or persistent lobbying should advise the Monitoring Officer.
- 3.3.3** When attending a public meeting at which a licensing issue is raised, a member of the Licensing Committee should take great care to maintain an impartial role and not express a conclusive view on any pre-application proposals or submitted application.
- 3.3.4** Correspondence received by any member of the Council (whether on the Licensing Committee or not), should be passed without delay to the Corporate Director Environment and Culture so that all relevant views can be made available to those Councillors or officers responsible for determining the application. A reply by a Councillor should, as a rule, simply note the contents of the correspondence and advise that it has been passed to officers.

### **3.5 Discussions before the Hearing**

- 3.5.1** Pre-application discussions – discussion between a potential applicant and representatives of the Council may be of considerable benefit to both parties. Similarly, a meeting between the Council and potential objectors may also be beneficial. However, it would be easy for such discussions to become or be seen (especially by objectors) to become part of a lobbying process. In the circumstances, pre-application discussions should be avoided by members of the Licensing Committee.
- 3.5.2** Post-application discussions – a Councillor should not approach an applicant for a licence in an effort to secure changes to the application. Such an approach would inevitably give rise to allegations of partiality or bias.

**3.5.3** Generally, any contact with applicants should be conducted with and through officers and should always be reported to the Licensing Committee. Requests to a Councillor for a meeting should be passed to the Corporate Director Environment and Culture.

## **3.6 Use of the Party Whip**

**3.6.1** The use of a party political whip is inconsistent with the rules of natural justice and should be avoided by Councillors sitting on the Licensing Committee.

## **4. AT THE HEARING**

### **4.1 Interests**

**4.1.1** In order to avoid allegations of bias it is important that Councillors are scrupulous in declaring interests at the hearing.

**4.1.2** A personal interest in a matter arises if a Councillor anticipates that a decision on it might reasonably be regarded as affecting (to a greater extent than other council tax payers, ratepayers or residents of the Council's area) the well-being or financial position of the Councillor, a relative or a friend or

- the employment or business carried out by those persons, or in which they might be investors (above a certain level)
- any of the bodies with which the Councillor is associated, and which the Councillor will have registered in the register of interests.

**4.1.3** When a member considers that s/he has a personal interest, they must declare it at the start of the meeting or as soon as the interest becomes apparent. The full nature of the interest must be declared. The declaration and disclosure of a personal interest does not usually debar a Councillor from participation in the discussion.

**4.1.4** A personal interest becomes a prejudicial interest when a member of the public, with knowledge of the relevant

facts, would reasonably regard the interest as so significant that it is likely to prejudice the Councillor's judgement of the public interest. Working closely with an applicant or a group of objectors to achieve a certain outcome, lobbying other Councillors on the Committee or generally declaring voting intentions ahead of the meeting would usually indicate that a Councillor on the Committee has a prejudicial interest.

- 4.1.5** A Councillor with a prejudicial interest cannot participate in the discussion on the application and must leave the room when the discussion on the item begins or as soon as the interest becomes apparent. S/he cannot seek to influence the decision.
- 4.1.6** Being a member for the ward in which particular premises are situated is not necessarily declarable and as a general rule members of the Committee may deliberate on matters affecting their wards provided they do so with an open mind. To underline the openness of proceedings, the Licensing Committee agenda papers show which ward each member represents.
- 4.1.7** More information on what constitutes a personal or prejudicial interest as well as the obligation on Councillors to register their interests is contained in the Code of Conduct for Members set out in Part 5.1 of the Constitution. The ultimate responsibility for fulfilling these requirements rests with individual Councillors but the Council's Monitoring Officer or the Head of Democratic Renewal and Engagement are available to give advice if required.

## **4.2 Conduct at the Hearing**

- 4.2.1** The essence of the rules of natural justice are that Councillors not only act fairly but are also seen to act fairly. Councillors must follow agreed procedures at all times and should only ask questions at the appropriate points in the procedure. At no time should a Councillor express a view which could be seen as pre-judging the outcome. During the course of the hearing Councillors should not discuss (or appear to discuss) aspects of the case with the applicant, an objector, their respective



advisers or any member of the public nor should they accept letters or documents from anyone other than the Clerk.

- 4.2.2** Again, to ensure compliance with the rules of natural justice, Councillors on the Committee must ensure that they hear the evidence and arguments for and against the application. If a Member arrives late for a meeting, s/he will not be able to participate in any item or application already under discussion. Similarly, if a Member has to leave the meeting for any length of time, s/he will not be able to participate in the deliberation or vote on the item or application under discussion at the time of their absence. If a Councillor needs to leave the room, s/he should ask the Chair for a short adjournment.

## **5. COUNCILLORS WHO ARE NOT ON THE COMMITTEE**

- 5.1** A Councillor who is not a member of the Committee may speak at the meeting, with the agreement of the Chair, as an advocate for either the applicant or the objectors. A Councillor wishing to speak should submit a written statement within the consultation period. The applicant has the right to see any objections in advance. S/he also has a right of reply. The Council will only entertain late objections in exceptional circumstances.
- 5.2** Councillors addressing the Committee should disclose any interests they may have, including the fact that they have been in touch with the applicant, the objectors or their respective agents and whether they are speaking on behalf of any of those people at the meeting.
- 5.3** A Councillor who is not on the Committee but who is at one of its meetings should normally sit apart from the Committee to demonstrate that they are not taking part in the discussion, consideration or vote. S/he should not communicate with Councillors on the Committee or pass papers or documents to them before or during the meeting. They may not attend briefings or accompany the Committee if it retires to deliberate in private.
- 5.4** A Councillor who has submitted an application or who otherwise has an interest in the application, should not attend the meeting at all but should arrange to be represented by others.

**5.5** Councillors who are opposed in principle to any category of application or form of public entertainment, either in their own ward or borough-wide, should not seek nomination to the Committee.

## **6. RECORD KEEPING**

**6.1** In order that licensing procedures are undertaken properly and that any complaints can be fully investigated, record keeping will be complete and accurate. Every licensing application file will contain an accurate account of events throughout its life, particularly the outcomes of meetings, significant telephone conversations and any declarations of interests by Members.

**6.2** The same principles of good record keeping will be observed in relation to all enforcement and licensing matters. Monitoring of record keeping will be undertaken regularly by the Head of Trading Standards and Environmental Health (Commercial) and the Team Leader (Licensing) in the Environment and Culture Directorate.

## **5.4 Member/Officer Protocol**

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## **1. INTRODUCTION - THE RESPECTIVE ROLES OF MEMBERS AND OFFICERS**

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*"No Local Authority can function properly without a good relationship between its Councillors and its Officers." (The third report of the Nolan Committee on Standards in Public Life "Standards of Conduct in Local Government in England, Scotland and Wales).*

\*\*\*\*\*

- 1.1** The Nolan Committee Report on Standards of Conduct in Local Government in England, Scotland and Wales, was in no doubt about the need for an effective working relationship to exist between Members and employees in local authorities. The report stated:-

*"142. There have been a number of attempts to define the proper working relationship between Officers and Members. The present national code states, rightly, that 'mutual respect between Councillors and Officers is essential to good local government' (paragraph 24). It defines the boundary between them as follows: 'Both Councillors and Officers are servants of the public, and they are indispensable to one another. But their responsibilities are distinct. Councillors are responsible to the electorate and serve only as long as their term of office lasts. Officers are responsible to the Council. Their job is to give advice to Councillors and the Council, and to carry out the Council's work under the direction and control of the Council, their Committees, and Sub-Committees.' (paragraph 23).*

*143. This passage illustrates the limitations of the present national code. In practice, the simple split of policy (Councillors) and implementation (Officers) is neither always accurate nor illuminating. It is clear that there exist enormous variations in local government in the way the relationship works, both broadly and in detail, and that these relationships cannot be summarised in a code*

*designed to apply nation-wide. In our draft principles we have therefore included a simple statement of the need for Councillors to respect the position of Officers and treat them with courtesy: it goes without saying that the same is true for Officers and their attitude to Councillors.*

*144. Some authorities have drawn up statements of their own defining how the relationship should work. This is a useful step, particularly in authorities where there has been some trouble in the past. We believe that all authorities should consider introducing such statements, tailored to reflect their traditions and practices."*

The advice of the Department for the Environment, Local Government and the Regions on new constitutional arrangements is also that a protocol such as this should be established.

**1.2** In recommending that all local authorities should draw up such protocol documents, the Nolan Committee expressed the view that the following principles must be observed:

- Advice to political groups must be given in such a way as to avoid compromising an officer's political neutrality.
- Advice must be confined to Council business, not party business.
- Relationships with a particular party group should not be such as to create public suspicion that an officer favours that group above others.
- Information communicated to an officer by a party group in confidence, should not be communicated to other party groups.

**1.3** This Protocol attempts to define what should be considered a proper working relationship between Councillors and officers in the London Borough of Tower Hamlets and to provide a framework within which confidence in the machinery of local government in Tower Hamlets can be maintained. The Protocol, which is a public document, forms part of the Council's Constitution. It draws on statute and common law, the statutory provisions applying to the Council's Code of Conduct for Members, the Nolan Committee Report, advice from the Local Ombudsman, an earlier Tower Hamlets Protocol document and similar codes produced in other London Boroughs.

**1.4** The guidance in this protocol is intended to complement the provisions of the Members' Code of Conduct which contains statutory provisions and should be considered as authoritative in all instances.

## **2. GENERAL PRINCIPLES OF CONDUCT**

**2.1** The report of the Nolan Committee "Standards of Conduct in Local Government in England, Scotland and Wales", recommended that the former National Code of Local Government Conduct should be replaced by a statement of the "General Principles of Conduct for Local Councillors".

**2.2** This recommendation has now been given statutory force through the new ethical framework contained in the Local Government Act, 2000. The "General Principles of Conduct in Local Government" are as follows:

- Selflessness – Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.
- Honesty and Integrity – Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.
- Objectivity – Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.
- Accountability – Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.
- Openness – Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.
- Personal Judgement – Members may take account of the views of others, including their political groups, but should

reach their own conclusions on the issues before them and act in accordance with those conclusions.

- Respect for Others – Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority’s statutory officers, and its other employees.
- Duty to uphold the law – Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.
- Stewardship – Members should do whatever they are able to do, to ensure that their authorities use their resources prudently and in accordance with the law.
- Leadership – Members should promote and support these principles by leadership and example, and should always act in a way that preserves public confidence.

### **3. THE STATUTORY FRAMEWORK**

#### **Decision-making and Members' responsibilities**

- 3.1** Under the Local Government Act, 1972, all functions of the authority are vested in the Council. This Act and the subsequent Local Government Act, 2000, authorise the Council, subject to certain statutory restrictions, to arrange for its functions to be delegated in various ways to an elected Mayor, Leader and Cabinet (acting jointly or separately), Committee or Sub-Committee, or officer of the authority. This is achieved, in practice, through the Council's Constitution, Schemes of Delegation and Financial Regulations.
- 3.2** Decisions taken by any party political group meeting are not relevant to proper consideration of an issue by the Council under its Constitution. Where issues arise as a result of discussion at a party group meeting (notably the majority group), then any formal action which they may wish to see taken by officers should be notified to the Chief Executive or other relevant chief officer who will advise on the appropriate action to be taken.
- 3.3** Any arrangements and "decisions" by Members or officers which are made outside of the formal decision making processes do not bind the Council in law and cannot do so until a lawful decision is taken.

#### **Reasonableness**

- 3.4** Members have final responsibility for decisions of the Council. When taking part in the Council's decision-making processes, you should:
- have regard to relevant advice provided by any officer of the authority;
  - take into consideration everything you regard as relevant;
  - disregard anything which is not relevant, or which you are advised is not relevant;
  - ensure that the correct procedures are followed; and

- give reasons for those decisions in accordance with the Council's Constitution or any statutory requirement.

### **Fiduciary Duty**

- 3.5** In law, a fiduciary is someone who occupies a position of such power and confidence over the property of another that the law *requires* him or her to act solely in the interests of the person s/he represents. This is in contrast with an ordinary business relationship, in which each party is free to seek purely personal benefits from his or her transactions with the other. So for example, a guardian, a trustee or an executor are all fiduciaries.
- 3.6** As a Member controlling the Council's assets and finances, you are in a position of trust. You have a fiduciary duty to act in the interests of the people of Tower Hamlets and ensure that expenditure decisions are prudent and lawful.
- 3.7** Decisions taken outside of the above principles, not in accordance with the Constitution or against the advice of officers, resulting in financial loss against the Council, may have legal implications for the Council or the Councillor concerned.

### **Fairness**

- 3.8** When you are a member of any Panel/Committee or other Forum, or as a Council appointee on an outside body, considering the case of individuals, you should act fairly at all times. This means:
- you must not have any personal interest in the case; and
  - you must listen to what is said on behalf of the individual before reaching your decision.

## **4. MEMBERS' ROLES AND RESPONSIBILITIES**

### **General**

- 4.1** It is usual to look at the role of Council Members in three main ways:-



- As Politicians - in this capacity, you will normally belong to a political group represented on the Council and will express political values and support the policies of the group to which you belong.
- As Representatives - in this capacity Members interpret and express the wishes of the electorate and seek to account for service priorities, allocation of resources and the authority's performance.
- As Council/Cabinet/Panel or Committee Members - in this capacity, Members have personal, individual and collective responsibility for the organisation and its activities. You are responsible for ensuring that adequate management arrangements are in place; to develop and take decisions on the use of the Authority's physical, financial and human resources, and to concern yourselves with the performance, development, continuity and overall well-being of the organisation. Cabinet/Lead Members will also have executive responsibilities and powers to exercise as specified under the Council's Constitution.

**4.2** Members are elected representatives of the local community and their responsibility is to the council tax payers and recipients of services across the borough, not only to their particular ward. Members have duties to the whole community, including the people who did not vote for them. Members should not allow sectional interests or pressures to prevent them carrying out their duties as Councillors.

**4.3** In reality, Members have to decide how to relate their representative role to their political role. The Council has constantly to make choices, because of conflicts of interests and scarcity of resources. The representative role does not prevent Members from deciding that some individuals/groups have the greatest need, or historically have been excluded from receiving services. Equally, because of their representative role, Members will often be required to consider making representations on behalf of their constituents even if they are aware that the matter has a relatively low priority under the Council's policies.

**4.4** Members hold office by virtue of the law and must at all times operate within it. They are required by law to observe the General Principles of Conduct and the Members' Code of Conduct

in their involvement in Council business and are also required to act in accordance with the Council's Constitution.

- 4.5** Members must not allow the impression to be created that they are using their position to promote a private or personal interest (i.e. family and friends, or an interest arising from membership of clubs, societies, freemasons, trade unions, and voluntary bodies), and should disclose such interests in a matter arising at any Council, Cabinet or Panel/Committee meeting, unless it is insignificant or common to the public as a whole, as described below.

### **Members and Legal Action by the Council**

- 4.6** There is a whole range of circumstances where the Council as a corporate body may be involved in legal proceedings. This could be against residents or other individuals, organisations and companies, and across the whole range of service areas including housing, planning, highways, etc. Members of the Council have a clear role in representing residents' and general public interests. In this representative capacity they inevitably become involved in issues where the Council is considering, or is in the process of taking legal action. The Council will also be defendant to legal actions brought by third parties and similar consideration will apply here as well.
- 4.7** Conflicts of interest may occur where a Member is enquiring on behalf of an individual or body involved in legal action by or against the Council. In such cases, Members need to balance their representative role with their wider responsibilities as Councillors in representing the corporate interests of the authority. For this reason, Members should be circumspect in any dealing with persons taking action against the Council, or against whom any legal action is being taken. Particularly, Members should be very cautious about having any dealings with professional representatives, advisers or witnesses in the case. Any such intervention could well prejudice the Council's position. Members should, therefore, be sure not only to avoid any actual impropriety, but at all times avoid any occasion for suspicion or any appearance of improper conduct.
- 4.8** Members have every right to information on how any such matter is being dealt with and a duty to represent their constituents, but they clearly must not attempt in any way to

exercise improper influence over the legal process in which the Council is involved, or over the enforcement of any Court judgement. Similarly, they should not put themselves in a position where it might appear that improper influence is being exerted. Where legal proceedings have been started or are contemplated, all enquiries must be addressed to the relevant chief officer. Members must also realise that the response on behalf of the Council must be limited to comments on process, so as not to prejudice any proceedings.

- 4.9** If the Member believes the Council's actions or intentions to be wrong, s/he should inform the chief officer concerned. It must then be for the chief officer to determine what action to take. If the Member remains unhappy with the action taken, then he or she may refer the matter to the Council's Head of Paid Service or Monitoring Officer.

#### **Joint Arrangements with Third Parties**

- 4.10** The Council has introduced procedures governing situations where the authority is represented in joint arrangements and when employees or Members will be involved.
- 4.11** Where Members are likely to be in the position of having a joint influence through Council, Cabinet/Panel/Committee/ Sub-Committee or other forum whilst at the same time being a Subscriber, Director or other member of a company or third party with which the Council is entering into a joint arrangement, adherence to the Council's Code of Conduct alone may not be sufficient protection. The Council must satisfy the District Auditor that it has taken appropriate steps to avoid any conflict of interest arising. If a Member's position is such that they could be involved in the decision making process on both sides, they should declare an interest and not take part in any discussion or vote at any Council, Cabinet, Panel/Committee meetings where they are present.
- 4.12** The Council has also agreed that all Members and private companies either set up by the Council or in which the Council has any interest should be advised:
- that no Member of the Council should apply for or be granted any form of paid employment with such a Company; and

- that no officer should participate in any recruitment process of the company without the prior agreement of the Head of Paid Service.

### **Alleged Misconduct by Members**

**4.13** Allegation of fraud or criminal misconduct against Members, where the Council is involved, will be investigated under the national or local ethical framework and may be subject to reference to the police, as appropriate. Allegations of misconduct against Members may also be investigated under procedures laid down by the national Standards Board for England or the Council's Standards Committee, as appropriate. Where a matter involves party discipline then this will be referred to the Leader/Chief Whip of the party political group.

## **5. OFFICERS' ROLE AND RESPONSIBILITIES**

### **Accountability and Advice**

- 5.1** Staff are accountable to their chief officer for their day-to-day work and their contractual duties as specified in their job description. Apart from Political Assistants, staff are appointed to serve the Council as a whole and not any political group.
- 5.2** Officers are required to manage Council services in accordance with the policy and instructions given formally by Cabinet/Panels/Committees. The Council is also required to appoint certain "Proper Officers" who have statutory duties and responsibilities, eg. the Head of Paid Service, the Chief Financial Officer and Monitoring Officer.
- 5.3** Officers have a general legal duty to ensure that in advising Members all relevant considerations are placed before them prior to any formal decision being taken. Officers are required, in this context, to provide accurate and impartial policy advice and information and also to draw attention to the financial, legal, resource, equal opportunities and other relevant implications arising from any proposal.
- 5.4** This will in some circumstances require officers to give formal advice to Members in Committee, which may be considered unpalatable, or even contrary to some declared political policy or objective. This may be necessary to ensure that Members can

rely on having all relevant implications before them in considering a proposal and enable a "reasonable" and lawful decision to be taken. Members then have the ability to agree or reject proposals placed before them, irrespective of the advice or recommendations made by officers - as long as generally they act in good faith and exercise reasonableness in decision-making and specifically:-

- take into account relevant and dismiss irrelevant matters; and
- do not come to a conclusion that no reasonable authority would come to.

Officers must therefore, be able to report to Members as they see fit and without any political pressure.

**5.5** Decisions taken outside the principles set out above may be challengeable in the courts, by the District Auditor, local residents, or other interested parties.

**5.6** Chief officers are responsible for deciding who, apart from themselves, in their Directorate (and in what circumstances) is responsible for giving policy advice to Members or dealing with Members non-routine questions.

### **Delegated Powers to Officers**

**5.7** In order to facilitate the Council's business and ensure that it is dealt with efficiently and effectively, certain functions of the authority will be delegated to officers. Formal schemes are approved under the Council's Constitution, which delegates the power to exercise functions to chief officers (and in some cases to other specified officers). Where a function is delegated to a chief or other officer it is important that they should be able to exercise this without hindrance or involvement by Members. The chief, or other officer, retains responsibility for the exercise of that power and is accountable for the decision taken.

**5.8** Officers will also carry out various management functions required under their job descriptions. Again, except through formal processes, Members should not seek to influence management decisions, for example on staffing matters.

- 5.9** Officers have a duty to report to their Director any attempt to exert improper influence.

### **Officers' Performance**

- 5.10** Part of the role of Members is to monitor the performance of the Council and its staff. Members have the right to criticise reports or the actions taken by officers, but they should always:-

- seek to avoid personal attacks on officers; and
- ensure that criticism is constructive and well-founded.

- 5.11** You should avoid undermining respect for officers at meetings, or in any public forum. This would be damaging both to effective working relationships and to the public image of the Council. In general, staff are unable to defend themselves against criticism in a public forum.

- 5.12** Complaints about officers or Council services should be made to the Director of the service where you feel the fault lies, or to the Chief Executive where it involves a Director personally. Indeed, Members have a duty to raise any issues they have reason to think might involve fraud or corruption of any sort. Officers too have a duty to raise matters of concern with their Director, or through the Council's Whistle Blowing Procedure or other suitable channel.

## **6. OFFICERS AND PARTY POLITICAL GROUPS**

- 6.1** It must be recognised by all officers and Members that in discharging their duties and responsibilities officers serve the Council as a whole and not exclusively any political group, combination of groups or any individual Member of the Council. Special rules apply to Political Group Assistants and those post holders have been made aware of them through separate guidance.

- 6.2** There is statutory recognition for party political groups and it is common practice for such groups to give preliminary consideration to matters of Council business in advance of such

matters being considered by the relevant Council decision making body. Senior officers may properly be called upon to support and contribute to such deliberations by political groups but must at all times maintain political neutrality. All officers must, in their dealings with political groups and individual Members, treat them in a fair and even-handed manner.

- 6.3 The support provided by officers can take many forms, ranging from a briefing meeting with the Leader of the Council, a Lead Member/Chair/Spokesperson prior to a Council, Cabinet, Committee or Sub-Committee meeting to a presentation to a political group meeting. Whilst in practice such officer support is likely to be in most demand from whichever political group is in control of the Council at the time, such assistance is available to all political groups.
- 6.4 Certain points, however, must be clearly understood by all those participating in this process, Members and Officer alike. In particular:
- (a) Requests for officers to attend any political group meeting must be made only to the appropriate member of the Corporate Management Team. Normally only that person will attend the meeting, although in exceptional circumstances s/he may be accompanied by one or more Senior Officers.
  - (b) Unless otherwise agreed in advance with the Chief Executive, Officers will not attend political group meetings that include persons who are not Members of the Council. However, where the Chief Executive has authorised such attendance special care needs to be exercised by Officers involved in providing information and advice to such political group meetings. Persons who are not elected Members will not be bound by the Code of Conduct for Members (in particular, the provisions concerning the declaration of interests and confidentiality) and for this and other reasons Officers may not be able to provide the same level of information and advice as they would to a Members only meeting.
  - (c) Officer support (whether in the form of a written report or otherwise) must not extend beyond providing information and advice in relation to matters of Council business. Officer support will be limited to a statement of material facts and identification of options and the merits and demerits of such

options for the Authority. Reports or other support will not deal with any political implications of the matter or any option, and Officers will not make any recommendations to a political group. Officers (with the exception of Political Group Assistants) are not expected to be present at meetings or part of meetings when matters of party business are to be discussed.

- (d) Political group meetings, whilst they form part of the preliminaries to Council decision making are not empowered to make decisions on behalf of the Council. Conclusions reached at such meetings do not therefore rank as Council decisions and it is essential that they are not interpreted or acted upon as such.
  - (e) It must not be assumed by any political group or Member that any Officer is supportive of any policy or strategy developed because of that Officer's assistance in the formulation of that policy or strategy.
  - (f) Officers must respect the confidentiality of any political group discussions at which they are present in the sense that they should not relay the content of any such discussion to another political group or Member thereof. However, Members should be aware that this would not prevent Officers from disclosing such information to other Officers of the Council so far as is necessary to perform their duties.
  - (h) Where Officers provide information and advice to a political group meeting in relation to a matter of Council business, it should be understood that the Officers have a statutory duty to provide all necessary information and advice to the Cabinet or relevant Committee/Sub-Committee when the matter in question is considered.
- 6.5 Members should not ask staff to assist with any personal, business or party political matters, attend surgeries or decide how case work will be dealt with. The Political Advisers/Assistants appointed to support the political groups on the Council can properly deal with political business. Although Section 9 of the Local Government and Housing Act, 1989 allows the political affiliation of an individual to be taken into account in the appointment of any Political Adviser/Assistant, they remain



Officers of the Council and must therefore not undertake any activity, which may be deemed unlawful. In this context, it should be realised that officer support to the political groups is in the context of their role in the discharge of Council business and although it may require liaison with political parties, at both local and national level, should not be used in promoting the views of an individual political party or undertaking campaigning or other party political business.

- 6.6 Any particular cases of difficulty or uncertainty in this area of Officer advice to political groups must be raised with the Chief Executive who will discuss them with the relevant Group Leader(s).

## **7. PERSONAL INTERESTS - DECLARING INTERESTS**

### **Registration of Interests**

- 7.1 The law and the Members' Code of Conduct make specific provision about the registration of financial and other interests by Members. These requirements must be strictly observed and changes to the information must be notified to the Monitoring Officer within 28 days of such a change taking place. Members will, from time to time, be asked to complete updated declaration forms and must respond to these requests as soon as possible. Copies of declarations will be published on the authority's web site as well as being kept in register form for public inspection.

### **Personal and Prejudicial Interests**

- 7.2 Similarly, the law and the Code of Conduct lay down specific requirements in relation to the declaration of personal and prejudicial interests and these must also be strictly observed. These include special rules relating to Lead Members exercising delegated powers and Members of Scrutiny Committees/Panels reviewing decisions of other bodies of which that Councillor is a member. If you are in any doubt about the need to declare an interest, then seek advice from the Monitoring Officer.

### **Section 106, Local Government Finance Act, 1992**

**7.3** Section 106 of the Local Government Finance Act, 1992 provides that no Member of the Council who is two months or more in arrears on payments for council tax is permitted to vote at any Council or Committee meeting on any decision on:

- any calculation affecting the level of council tax;
- the issue of precepts;
- any matter concerning collection, enforcement and penalties of council tax and community charge; and
- any recommendation or decision which might affect the calculation of the level of council tax whether for the year in question or a subsequent year.

It is the responsibility of any Member to whom section 106 applies to:

- disclose the fact; and
- not vote on any matter specified in Section 106.

### **Councillors who are Tenants**

**7.4** Members must declare any Council tenancy they hold, but the Secretary of State has given a general dispensation for such Members to speak and vote on general housing matters unless the issue to be considered relates solely to the Member's dwelling. However, the Secretary of State has precluded Members from voting on any matter concerning the rents of local authority housing if they are two months or more in rent arrears.

### **Officers**

**7.5** Council officers who are members of management committees in receipt of Council funding, whether as a private citizen or as a result of their position with the Council, should declare a personal interest at meetings when issues of finance are being discussed.

**7.6** Council officers must not use their position in the Council to seek advantage for any group of which they are members of the management committee, or otherwise active participants.

## **8. MEMBERS AND DEALINGS WITH THE COUNCIL**

- 8.1** The Council has a scheme, agreed by the former Policy and Resources Committee on 25th May, 1994 whereby Members should declare in writing to the Council's Monitoring Officer, certain types of individual dealings they have with the Council as consumers of services. This includes applications for planning permission, Housing or Council Tax Benefit, applications for house renovation or improvement grants, school places for Members' children, etc. as well as applications for Council accommodation, transfers, nominations to Housing Association or Mobility Schemes or in seeking repairs to premises.
- 8.2** Exceptions to the procedure are requests for Social Services assistance, and use of services which are available on a "turn up and use" basis such as libraries and sports facilities, as well as Council services provided to all residents such as refuse collection and street cleansing.
- 8.3** This procedure enables allegations of favouritism to be dealt with efficiently and rebuffed at an early stage, to the benefit of individual Members and the Council as a whole. These declarations are additional to the statutory declarations of interest required to be made by Members, as detailed in the Code of Conduct, which may affect their relationship with the Council.

## **9. MEMBERS' ACCESS TO INFORMATION**

9.1 The following paragraphs identify the rights of Members and the procedures that they must comply with when applying for access to Cabinet/Committee/Sub-Committee papers and other documents/information. These paragraphs take into account the following:-

( i ) Local Government Acts 1972-2000 (particularly Schedule 12A)

( ii ) D.o.E. Circular 6/86

( iii ) Relevant case law

( iv ) Access to Information Procedure Rules (Part 4.2 of the Constitution)

(v) Freedom of Information legislation

9.2 It is important to note that in some cases such access only applies where Members are clearly carrying out their role as elected representatives. Where a Member has a financial or personal and prejudicial interest in a matter the Member will only be entitled to the same access as would be the case for a private individual, i.e. to inspect the reports, minutes and background papers relating to the public part of the Cabinet/Committee/Sub-Committee Agenda. In these circumstances, the Member must make it clear that s/he is acting in his/her private capacity and not as a Member of the Council.

#### Confidential/Exempt Information

9.3 Members of the Council have the same rights as the public in seeking and obtaining Cabinet/Committee/Sub-Committee papers and other documents/information under Freedom of Information legislation. This will generally comprise reports and background papers which appear in Part I of Cabinet/Committee/Sub-Committee Agendas.

9.4 However, this is not the case in relation to confidential and exempt information.

#### Confidential information is:-

( i ) Information furnished to the Council by a Government Department on terms which forbid the disclosure of the information to the public, and

( ii ) Information which may not be disclosed by or under any enactment or by a Court Order.

9.5 Exempt information is information to which the public may be excluded but do not have to be. The categories of exempt information are set out in Schedule 12A to the Local Government Act 1972 and are attached as Appendix 1 to this Protocol. There may be some occasions when information may fall within one or more of the categories, but it is nevertheless in the public

interest to disclose it under Freedom of Information legislation, without infringing personal rights or damaging the Council's position. If there is doubt in relation to individual items then they should be kept confidential until the Cabinet/Committee/Sub-Committee has taken a view as to whether they should be treated as exempt or not.

#### Requests by Members – Procedures

- 9.6 A Member is also free to approach any Council Department to provide him/her with such information, explanation and advice about the Department's functions as s/he may reasonably need in order to assist him/her in discharging his/her role as a Member of the Council or acting for and on behalf of the Council as an appointed representative to another body. This can range from a request for general information or documentation about some aspect of the Department's activities, to a request for specific information on behalf of a constituent.
- 9.7 The following procedure should be adhered to when requesting documentation/information:-
- ( i ) Initially, the Chief Officer or Service Head for the Department concerned should be approached.
  - ( ii ) If access is denied or the Chief Officer/Service Head is in doubt, the matter must be referred to the Assistant Chief Executive or the Assistant Chief Executive (Legal Services) for determination.
- 9.8 Any requests for information made by Political Group Assistants on behalf of Members of their Group should be treated in exactly the same way as if those Members had made the request themselves. The Political Group Assistants, when making such requests should clearly indicate on which Member's behalf they are acting.

#### Access to Cabinet/Committee/Sub-Committee Papers (including Background Papers) – Forthcoming Meetings

The rights of Members can be summarised as follows:-

- ( i ) They generally enjoy the same access rights as members of the public in respect of Part I Cabinet/Committee/Sub-Committee papers, but are not entitled to such papers where they have a personal and prejudicial interest as set out in the Code of Conduct for Members
- ( ii ) Members of the appropriate Cabinet/Committee/Sub-Committees will have a good reason for access to all Part II exempt information on the Cabinet/Committee/Sub-Committee agenda under the "Need to Know" principles set out in Paragraph (e) below.
- ( iii ) Members of the Scrutiny & Overview Committee will have a prima facie "Need to Know" where they require access to Part II Cabinet agenda items as part of their scrutiny function provided the subject matter is within the Committee/Sub-Committee's terms of reference.
- ( iv ) All other Members who require access to confidential/exempt Cabinet/Committee/Sub-Committee documentation will need to request disclosure under the Freedom of Information Act 2000 or demonstrate a "Need to Know" by complying with the principles set out in Paragraph (e) below.

#### Access to Other Documents/Information – "The Need to Know"

The common law "Need to Know" is the prima facie right of Members to inspect documents of the authority which exist because Members are under a duty to keep themselves informed of Council business which relates to their role as elected representatives. Thus, this right applies to Members who do not have statutory rights to exempt or confidential information and to other documents held by the Council under local government legislation or the Freedom of Information Act 2000.

A Member is likely to have a prima facie "Need to Know" where s/he has a legitimate Ward problem and needs access to the documents that are relevant to that specific problem.

Access to information on the basis of a 'Need to Know' does not exist where the Member is considered to be "fishing" for information or seeks access for an ulterior/improper purpose (e.g. for a private purpose). Case law has established that mere idle curiosity as to what is in the documentation will not be sufficient.

It should be noted that some material (for example if commercial sensitive) may be redacted from information that is disclosed, if this does not affect the ability of a Member to exercise his/her role as an elected representative.

There will also be a range of documents which, because of their nature are either not accessible by Members (such as the personal records of an individual) or are accessible only by the political group forming the administration and not by the Members of other political groups. An example of this latter category would be draft documents compiled in the context of emerging Council policies and draft Committee reports, the premature disclosure of which might be against the Council's and the public interest.

Whilst the term "Council document" is very broad and includes, for example, any document produced with Council resources, it is accepted by convention that a Member of one political group will not have a "Need to Know" and therefore, a right to inspect, a document which forms part of the internal workings of another political group.

#### Use of Council Information – Confidentiality

Procedural Rules and specific local procedures (e.g. on contracts) require Members and Officers to maintain confidentiality in certain circumstances. Officers are bound by their contracts of employment and any breach of confidentiality will almost certainly lead to disciplinary action. Officers must distinguish between assisting an elected representative in the course of the Member's Council business and dealing with the same person as a client or customer, e.g. a Housing Benefit claimant. In the latter case, Officers will treat the Member with the same degree of helpfulness, courtesy and confidentiality as would be afforded to any other member of the public in the same situation, and interpret the relevant rules and procedures as they would for any other client or customer.

Equally, any Council information provided to a Member on the basis of a 'Need to Know must' only be used by the Member for the purpose for which it was provided, i.e. in connection with the proper performance of the Member's duties as an elected representative of the Council. Confidential or exempt information provided to Members may be discussed in Part II Committee meetings or in private meetings of appropriate Members and Officers. However, it should not be discussed with, or released to, any other persons. Any information that is provided should be clearly marked as confidential before it is released to Members.

Members abusing this trust may find themselves the subject of a complaint to the Standards Board of England as it is a contravention of the Code of Conduct for Members (paragraph 3.3.2) which states:-

*A Member must not:-*

*(a) Disclose information given to him in confidence by anyone, or information acquired which they believe is of a confidential nature, without the consent of a person authorised to give it, or unless required by law to do so.*

If a complaint is upheld sanctions may be imposed on the Member which include suspension from Office. Similarly, the unauthorised disclosure of confidential or exempt information is regarded by the authority as a serious disciplinary offence for Officers.

Any request from a Member for information will be treated in confidence by Officers and will not be made known to any other Member or political group. Officers are also under a duty not to relate any information disclosed privately by a Member(s) (e.g. during Part II discussions at Committee, etc., informal briefings, private conversations or Group meetings) to another Member, Officer or person not already privy to that information.

However, the duty of Officers to observe a Member's confidence will not apply if the information disclosed relates to something which could severely damage the Council or which is illegal or constitutes maladministration. In this event the matter will be referred to the appropriate Chief Officer and/or Monitoring



Officer and Chief Executive for further investigation and action as appropriate.

## **10. MEMBERS' SERVICES AND THE USE OF COUNCIL FACILITIES**

### **Members' Services and Members' Enquiries**

- 10.1** All officers will respond positively to requests for information and advice from Members which should be made in accordance with the guidance given in this Protocol. Similarly, officers will deal speedily and politely with enquiries from Members relating to Council business and services provided to residents and the general public. Members may make routine enquiries of any appropriate officer but matters which are not routine or involve policy, should be directed initially to the relevant Head of Service or any officer nominated by them.
- 10.2** Both Cabinet Office secretarial staff and the Members' Services Section provide assistance to Councillors in their role as Council Members. Staff in these sections may, therefore, be used, as appropriate, to help with work such as casework, meetings and correspondence to do with Council matters. Full details of the service offered are contained in the Members' Services Guide.
- 10.3** A computerised monitoring system has been developed to monitor the receipt and progress of Members enquiries. Members' enquiries can be received by phone, fax, tape, e-mail, in writing or by personal visit.
- 10.4** Members' enquiries are registered on the computer system and sent with an automatic covering sheet to the appropriate Service Head for answers to be prepared and sent back direct to the Member or via the issuing officer. An additional copy can be supplied to the Member for onward posting to the client by the Member or this can be forwarded from the issuing officer to the client on behalf of the Councillor. Alternatively, the reply from the department can be sent direct to the enquirer with a copy to the Member unless it contains confidential or restricted information.

- 10.5** The maximum turn around time expected for Members enquiries is ten working days and officers will chase outstanding enquiries exceeding this period.
- 10.6** A regular printout of the enquiry records can be supplied to individual Members on request.
- 10.7** Members should not ask staff to assist with any personal, business or party political matters, attend surgeries or decide how case work will be dealt with. The Political Advisers/Assistants appointed to support the political groups on the Council can properly deal with political business. Although Section 9 of the Local Government and Housing Act, 1989 allows the political affiliation of an individual to be taken into account in the appointment of any Political Adviser/Assistant, they remain officers of the Council and must therefore not undertake any activity, which may be deemed unlawful. In this context, it should be realised that officer support to the political groups is in the context of their role in the discharge of Council business and although it may require liaison with political parties, at both local and national level, should not be used in promoting the views of an individual political party or undertaking campaigning or other party political business.

### **Council Facilities**

- 10.8** You must use any Council facilities provided for you in your role as Member strictly for that purpose and no other. For example, you must not use rooms in the Town Hall or other buildings or any of the Council's paper, computers, photocopiers, or printers for any personal, business related or party political matter, nor, for example, on behalf of any community groups of which you are a member, unless formal approval has been given by the appropriate chief officer.
- 10.9** The Council can only provide legal representation to an individual Councillor where the action is taking place in the name of the Council and the individual deserves the protection of the Council. All such matters should be raised with the Chief Executive in the first instance.

### **Political Party Workers**

**10.10** Councillors are often assisted by political party workers. There is no objection to this, but no non-elected party worker has any entitlement to:

- *information to which Members have access in their role as Councillors;*
- *use Council facilities provided for the use of Councillors.*

The principles which apply to use of facilities provided for Members (and the officers employed to assist them) apply equally to all Council property and facilities and all Council employees.

## **11. Recruitment, Appointment and Other Staffing Matters**

11.1 A Member will not seek support for any prospective employee of the Council nor provide references in support of applications for employment by the Council.

11.2 Anyone who may be involved in the selection or appointment process for a post with the Council shall immediately declare any relationship to a candidate as soon as it becomes known to him/her to the Service Head, Human Resources who shall record the declaration and determine whether or not that person may take any further part in the selection/appointment process for that post.

11.3 If a Member is called upon to take part in selecting and appointing an Officer, with the exception of the appointment of assistants to political groups, the only question s/he should consider is which candidate would best serve the whole Council. A Member should not let his/her political or personal preferences influence their judgement.

11.4. Inevitably there will be occasions when Council services are being reorganised or restructured. In such situations Members may be asked to comment on, discuss or approve proposals prepared by Officers. In these circumstances, Members should consider such proposals in relation to the best interests of the Council and should not allow personal views on individual Officers affected by the proposals to influence their judgement.

Similarly, Members should not seek to influence (other than as provided for by human resources procedures), decisions related to redundancy, redeployment or the promotion of individual Officers.

- 11.5 The involvement of Members in staff disciplinary and grievance matters is defined in the Council's human resources procedures. Outside of the prescribed roles, a Member should not seek to influence or otherwise involve themselves in such matters or related staffing investigations. Where a staff disciplinary or grievance matter has a direct bearing on a Ward matter or a matter raised with a Member by a constituent, then the Member may be informed that action is being taken but will not have a right to know the details. Members should not seek to discuss such matters with investigating Officers but should direct any enquiries to the Service Head, Human Resources.
- 11.6 If, in the course of performing their duties, Members receive allegations of misconduct by an Officer, these should be referred with any supporting information to the appropriate Service Head. If the complaint relates to a Senior Officer then it should be referred to the Officer's line manager. If the Member feels unable to raise the matter in this way then they can raise it with the appropriate Chief Officer. If the foregoing has been followed and the Member still has concerns or if s/he feels the matter is very serious, then the Member may contact the Service Head, Human Resources or the Chief Executive.
- 11.7 Officers are entitled to reasonable privacy and respect for their private lives and Members should not seek or request personal information about individual Officers. Such a request could be seen as threatening, particularly by junior Officers. Similarly Members should not seek to contact Officers outside of working hours or at home, unless by prior agreement with the relevant Officer or under an existing provision or arrangement related to the Officer's employment with the Council. If a Member has reasonable grounds for believing matters related to an Officer's personal life have a bearing on their employment with the Council, then the Member should report these concerns to the relevant Chief Officer. Officers must show similar respect for the private lives of Members.
- 11.8 The Council has legal obligations in relation to equal opportunities both as an employer and as a public body.

Members are required to comply with these legal obligations and to adhere to the Council's equal opportunities policy in their dealings with staff. Similarly, if a Member believes they have been subjected to unlawful discrimination or treated by Officers in a manner that contravenes the Council's equal opportunities policy then this should be reported to the Service Head, Human Resources.

### **Negotiations with Staff**

**11.9** Member level negotiations with staff will normally be carried out through the Joint Consultative Advisory Group, which meets to deal with corporate industrial relations matters. At the JCAG, Members should act in the role of employer. Councillors who are officials or employees of a trade union represented in the Council must not, under law, serve on bodies which have a responsibility for negotiating with trades unions. The same restriction applies to a Councillor employed by another local authority.

**11.10** In the interests of openness and objectivity, Members should not negotiate with the trades unions during private and informal meetings. Neither should they disclose confidential information to the trade union side in the course of any consultations or negotiations. This principle applies to all matters relating to staff in which staff representatives are involved, including disciplinary, grievance and recruitment matters.

**11.11** Occasions may arise where employees try to involve Members in day-to-day staff/management issues. Members should strongly discourage such approaches. Employees should be advised to pursue matters with their management, involving his/her trade union where appropriate, through the established procedures for resolving grievances. Employees must not raise matters concerning their employment with individual Members of the Council, to do so may result in disciplinary action being taken.

### **Personal Relationships**

**11.12** In order not to risk damaging the external view of the Council and creating the suspicion of improper conduct, however unfounded, it is important that Member and staff working relationships are correct and business like. Personal friendships between Members and staff, for example, could call into question

the way Council business appears to be conducted. It is important that Members, in their dealings on a personal level with the Council and its staff, do nothing, which would suggest that they are seeking, or might accept, preferential treatment for themselves, relatives and friends and any firm or body with whom the Member is connected.

11.13 You should, therefore, declare to your party whip any relationship with an officer, which might be seen as influencing your work as a Member. This includes any family, business or sexual relationships. Officers, too, have a duty to declare any such relationship to their manager.

11.14 Members should not sit on the Council Committee responsible for the department for which an employee does significant work to whom they are:

- married;
- the partner;
- otherwise closely related such as sisters, brothers, parents and grand parents; or
- where a Member's relationship with an officer would jeopardise the work of the Council.

## **12. MEMBERS AND OFFICERS AND THE MEDIA**

**12.1** It is crucial that information provided by the Council to the media is factually correct and, wherever possible, is designed positively to promote the Council's policies and activities. As a general rule, officers' comments on behalf of the Council will deal with service and management issues and agreed Council policy and decisions. Members will comment on political issues and justify policy decisions.

**12.2** Officers are not allowed to have contact with the media (other than for advertising purposes) on any Council issue unless this has been cleared through the Council's Media and Public Relations service.

**12.3** Members have freedom to contact and discuss issues with the media but should have regard to their conduct relating to breaches of confidentiality and the need to represent the Council's best interests. The Leader or appropriate Lead Member

should take the lead on relevant service issues. Other Members should therefore consider restricting their contact to issues that either affect them personally, relate to an outside body that they represent on behalf of the Council or ward matters. It is also crucial that Members stress to reporters, when giving a personal view on an issue, that these views may not reflect Council policy.

- 12.4** It is advisable for Members not to give an immediate reaction to a journalist unless they are sure their information is up to date and correct. If there is any doubt, Members should contact the Media and Public Relations office, which will check the situation and deal with the reporter directly when requested.

### **13. ACCEPTING GIFTS AND HOSPITALITY**

- 13.1** The Members' Code of Conduct advises treating "... with extreme caution any offer or gift, favour or hospitality that is made to you personally. The person or organisation making the offer, may be doing or seeking to do, business with the Council, or may be applying to the Council for planning permission or some other kind of decision". The Employees' Code of Conduct contains similar provisions.

- 13.2** Members need to decide personally how to respond to invitations of hospitality or any offer of a gift given to them in their position as a Councillor. However, whether accepting the offer or not, the Member must report to the Council's Monitoring Officer any gift or hospitality which a member of the public might regard as intended to influence the Member's discharge of responsibilities.

- 13.3** Additionally, there is a statutory requirement under the Code of Conduct, for the receipt of any gift or hospitality over the value of £25 to be notified in writing to the Monitoring Officer. Members should consider whether to pass any gifts received to the Council for disposal, as appropriate. The Head of Democratic Renewal and Engagement, on behalf of the Monitoring Officer, maintains a register of gifts and hospitality accepted by Members which is available for public inspection.

**LOCAL GOVERNMENT ACT 1972, SCHEDULE 12, PART 1  
(EXEMPTED INFORMATION)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)

Information is not exempt under this category if it is required to be registered under the Companies Act 1985, the Friendly Societies Act 1974 and 1992, the Industrial and Provident Societies Acts 1965 to 1978, the Building Societies Act 1986 or the Charities Act 1993.

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

In relation to the Standards Committee or any sub committee of the Standards Committee the following additional categories apply:



- a) information which is subject to any obligation of confidentiality
- b) information which relates in any way to matters concerning national security
- c) the deliberations of a Standards Committee or sub committee established under the provisions of Part 3 of the Local Government Act 2000 in reaching any finding on a matter referred under the provisions of section 60(2) or (3), 64(2), 70(4) or (5) or 71(2) of that Act.

## 5.5 Employees' Code of Conduct

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#### 1. INTRODUCTION

- 1.1** This code aims to guide all employees on their conduct inside work and outside work where this has a bearing on their position within the Council.
- 1.2** The following is in addition to existing rules and standards contained within the Council's Disciplinary Rules, Standing Orders and Financial Regulations, National and Local Conditions of Service.
- 1.3** It is not an exhaustive guide, recognising that some standards are implicit within the contract of employment.
- 1.4** Breaches of the following may lead to the application of the Disciplinary Code.

#### 2. GENERAL CONDUCT

- 2.1** The public is entitled to demand the highest standards of conduct from all local government employees.
- 2.2** The Council is extremely conscious that public confidence can be damaged where the integrity of a Council employee is called in to question and s/he is suspected of being influenced by improper motives.
- 2.3** Paragraph 70 (a) to (c) of the National Scheme of Conditions of Service for APT&C groups cites particular circumstances in which officers must exercise discretion in their personal affairs.
- (a) "The public is entitled to demand of a Local Government Officer conduct of the highest standard and public confidence in his integrity would be shaken were the least suspicion to arise that he could in any way be influenced by improper motives".
- (b) "An Officer's off-duty hours are his personal concern but he should not subordinate his duty to his private interests or put himself in a position where his duty to his private interests conflict. The employing Authority should not attempt to preclude Officers from undertaking additional employment, but any such employment must not, in the view of the Authority conflict with or react detrimentally to the Authority's confidence in the conduct of the Authority's business".
- (c) "The Officer should not be called upon to advise any political group of the employing Authority either as to the work of the group or as to the work of the Authority, neither shall he be required to attend any meeting of any political group"

### **3. MANAGERS AND SUPERVISORS**

- 3.1** Employees who have responsibilities for the supervision and management of others must pay particular attention to upholding the Council's general standards of behaviour and conduct including setting good examples of conduct to the workforce.

#### **4. STANDARDS**

- 4.1** Employees should undertake their duties and responsibilities in an efficient manner, at all times being mindful of the value of the Council's resources and avoiding waste.
- 4.2** The Council expects all employees to deal with one another, the public, clients and elected members in a courteous and civil manner. This may be in the exercise of their duties but can cover other circumstances, e.g. when in the role of Trade Union Representative.
- 4.3** The Council expects all employees to exercise care and judgement in the exercise of their duties, endeavouring always to represent the Council's interests to most benefit and avoid damaging the reputation of the borough.

#### **5. EQUAL OPPORTUNITIES**

- 5.1** All employees must comply with the intention and the operation of the Council's Equal Opportunities Policy.
- 5.2** Employees should promote equality by not discriminating unlawfully against any person and by treating people with respect regardless of their race, age, religion, gender, sexual orientation or disability.

#### **6. HOSPITALITY**

- 6.1** Employees should exercise discretion in accepting outside hospitality; being mindful that acceptance may cause difficulties in avoiding a subsequent obligation to the host or bring into question an employee's impartiality in carrying out their official duties.
- 6.2** As a general rule, offers of hospitality from those who have or wish to have a contractual relationship with the Council should be rejected except where it is clearly evident the work of the authority would be facilitated. In these circumstances modest working lunches or occasional work

receptions may be attended, but only on the expressed permission of the employee's chief officer, or Chief Executive, where a chief officer is involved. A register in each Department must be kept for this purpose.

- 6.3** Where it is in the Council's interests to offer hospitality to organisations on Council premises such arrangements must only be made with the expressed permission of the chief officer and be on a scale appropriate to the occasion.

## **7. GIFTS**

- 7.1** An employee must not accept any gift, reward or benefit from any member of the public or organisation with whom s/he has been brought into contract by reason of her/his duties. Employees who are aware of other employees being offered or accepting gifts are required to report this fact to appropriate senior management.

- 7.2** Where a chief officer has indicated that s/he is satisfied that in no circumstances could the gift or gratuity be regarded as an inducement, then such gift or gratuity must be sent to an appropriate Council establishment and a letter sent to the sender advising them accordingly.

- 7.3** The only exception is where the refusal of the gift would considerably injure the feelings of the giver, such as an elderly person or child in Council care or educational establishment. This example only applies to inexpensive gifts and in all cases must be reported to the employee's immediate supervisor.

- 7.4** On no account must gratuities be accepted or solicited.

- 7.5** Company calendars, mugs, blotters or other items bearing the company name/insignia should not be accepted, and returned explaining Council policy to the sender.

## **8. LEGACIES**

- 8.1** On occasion members of the public or clients may wish to express their appreciation of Council officers or services of a particular employee by leaving money/gifts in their will.

Members of the public should be discouraged from doing this.

- 8.2** Where an employee has notice that they are to be bequeathed money/gifts from a member of the public or client they must report this to their chief officer.
- 8.3** Details of the amount involved, the reason for the legacy and the service provided must be forwarded to the chief officer before the employee accepts the legacy.

## **9. DISCLOSURE OF INFORMATION**

- 9.1** The Council expects all employees to safeguard confidential information of the Council, including when they leave the Council's service.

## **10. DISCLOSURE OF INTERESTS/OTHER WORK**

- 10.1** Paragraph 73 of the NJC Scheme of Conditions obliges officers to declare any interest in any contract under consideration by the Council. Employees must also inform the Chief Executive, where their spouses, partners or other family ties have an interest in same.
- 10.2** Officers above scale 6 by virtue of paragraph 71 of their NJC Scheme of Conditions must devote all their time to their service to the Council, except where they receive the expressed consent of the Chief Executive. Requests should be made to the Head of Human Resources. Officers of scale 6 and below should consider whether engaging in other work could interfere with their ability to perform their Council contract.
- 10.3** Employees who are asked to speak on the work of the Council or a specific event or process underway at the Council must only do so with the express permission of their chief officer. Any fee obtained must be donated to the Council.
- 10.4** Private work should not be undertaken for any person, company or contractor who is known by the employee to

have a contractual relationship with the Council, or who is seeking work from the Council.

- 10.5** Employees who undertake lecturing work, as a secondary occupation must seek the permission of their chief officer as in 10.3 above. Teaching staff below the scale applicable are not required to do so.
- 10.6** All employees are expected to ensure that their private interests and public duties do not conflict. Individuals will need to consider whether action taken as a result of membership of various organisations such as political groups, tenants' associations, voluntary groups, etc., comes into conflict with their duties as a Council employee.
- 10.7** Officers should not act on behalf of a friend or relative in seeking consent for planning grant or other benefit applications. Where making application for personal benefit a declaration must be made that the applicant is an employee of the London Borough of Tower Hamlets.
- 10.8** All employees are required to be occupied during their normal working hours with the business of the Council. No outside or private work of any sort should be undertaken in the Council's normal working hours or on official premises even after working hours. The use of Council facilities (e.g. telephone, photocopying, typing or equipment for outside or private work is strictly forbidden as well as incoming telephone calls related to outside/private work).

## **11. LOCAL GOVERNMENT AND HOUSING ACT 1989**

- 11.1** This statute prohibits the involvement in political activity of certain chief officers and senior officers of the Council or officers who by virtue of their posts regularly advise elected Members or speak to the press on behalf of the Council. Where your post falls within any of the above you will be individually contracted to abide by the statutory provisions.

## **12. CONTACT WITH MEMBERS**

- 12.1** It is important that Members enquiries should be dealt with efficiently and effectively within the established policy and procedures for the service area concerned. If employees consider that unreasonable Member pressure is being brought to bear with a particular issue outside of established procedures and policies, the relevant details must be referred to the appropriate chief officer. It is the Chief Executive's responsibility to determine whether the incident concerned should be reported to the Group Secretaries.
- 12.2** Lines of communication between Members, employees and members of the public should accord with defined and established management practice, be readily identifiable and respected by all concerned.
- 12.3** Individual employees should not approach elected Members directly on employment matters.
- 12.4** Representations to Members should be made via chief officers or normal Trade Union/Member communication forums.
- 12.5** Employees must not disrupt official meetings of the Council or of its Committees, Sub-Committees, etc.
- 12.6** All candidates for Council posts must declare whether they are related to any Member or senior officer (SO1 or above) of the Council.
- 12.7** Where an officer who is normally part of a selection panel discovers that a candidate is personally known to them by way of friendship or kinship they will withdraw completely from the selection process.
- 12.8** Canvassing of Members of the Council by an employee in connection with any appointment under the Council may lead to disqualification.

### **13. PUBLICATIONS - BROADCASTS**

- 13.1** Employees who are broadcasting on a subject connected with the work of the Council are required to obtain permission from the Chief Executive and their chief officer in advance and to submit where possible a copy of the



script of the broadcast or otherwise advise on general subject matter.

**13.2** Employees should not publish, or authorise without the permission of their chief officer the publication of any book or article by them or with others which indicates that the writer is an employee of or connected with the London Borough of Tower Hamlets.

**13.3** Similarly, employees should not, without permission from the Council, make any communication to a newspaper or other journal in which there is any indication that they are an employee or otherwise connected with the London Borough of Tower Hamlets. Employees acting in either a personal capacity or as a spokesperson for outside groups should not bring the Council into disrepute by publicising material adverse to the Council or other employees. This is not intended to preclude Trade Unions from pursuing their legitimate industrial relations activities.

**13.4** The Council has established a Media and Public Relations Section, which is responsible for all-official press releases and statements. Individuals who are asked by the media to make comments should refer such requests direct to that section.

**13.5** Employees should consider whether their public statements made about the Council (whether as a spokesperson for an organisation or as an individual) could reflect in some unacceptable way upon the employer-employee relationship.

## **14. MONITORING**

**14.1** Chief officers should maintain a register to record offers of hospitality, legacies, etc.

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## Part 6 – Members’ Allowances Scheme

This Scheme is made by the London Borough of Tower Hamlets in accordance with the provisions of the Local Authorities (Members’ Allowances) (England) Regulations 2003 as amended.

1. This Scheme shall be called The London Borough of Tower Hamlets Members’ Allowances Scheme 2006 and it shall come into effect on 1 April 2006.

### Basic Allowance

2. Subject to paragraph 8, a basic allowance of £9,698 shall be paid to each Councillor for each year.
3. The basic allowance of £9,698 shall be payable with effect from 1 April 2006.

### Special Responsibility Allowance

4. Subject to paragraphs 5-8, a special responsibility allowance shall be paid for each year to those Councillors who hold a position of special responsibility as specified in Schedule 1.
5. The amount of each such allowance shall be the amount specified against the respective special responsibility in Schedule 1 and it shall be payable with effect from 1 April 2006.
6. Any special responsibility allowance payable under paragraphs 4 and 5 shall be in addition to the basic allowance payable under paragraph 2 above.
7. Any Councillor who holds more than one position of special responsibility shall receive only one special responsibility allowance which shall be at the higher level.

### Part-Year Entitlement

8. If, in the course of the year, this scheme is amended or a Councillor’s entitlement changes, the relevant basic and/or special responsibility allowance shall be calculated and paid pro-rata during the particular month in which the scheme amendment or entitlement change occurs.

## **Dependants' Carers' Allowance**

- 9.** A maximum of £5.05 per hour shall be paid to those councillors who necessarily incur expense in arranging for the care of their children or other dependants to enable them to undertake any of the activities specified in Schedule 2 to this Scheme.
- 10.** The following conditions shall apply:
- payments shall be claimable for children aged 15 or under or for other dependants where there is medical or social work evidence that care is required;
  - only one weekly payment shall be claimable for the household of each Councillor, unless the Council's Standards Committee considers there are special circumstances;
  - the allowance shall be paid as a re-imbusement of incurred expenditure against receipts;
  - the allowance shall not be payable to a member of the claimant's own household;
  - any dispute as to entitlement and any allegation of abuse shall be referred to the Council's Standards Committee for adjudication.

## **Indexation**

- 11.** The basic and special responsibility allowances shall be adjusted annually to reflect the annual pay settlement for local government. The adjustment shall take effect on 1 April in each year, or the date on which the settlement takes effect, if later. The dependants' carers' allowance will be adjusted annually to reflect the national minimum wage as determined by the Department for Work and Pensions.

## **Travel and Subsistence Allowance**

- 12.** An allowance shall be paid to any Councillor for travelling and subsistence undertaken outside the Borough in connection with any of the duties specified in Schedule 2.
- 13.** An allowance shall be paid to a co-opted member of a Committee, Sub-Committee or Panel of the Council for travelling and

subsistence in connection with any of the duties specified in Schedule 2, irrespective of whether the meeting or duty is inside or outside the Borough.

- 14.** The amounts payable shall be the amounts which are for the time being payable to officers of the Council for travelling and subsistence undertaken in the course of their duties.

### **Co-optees' Allowance**

- 15.** Subject to paragraph 16, a co-opted member of the Standards Committee, the Overview and Scrutiny Committee and the Learning, Achievement and Leisure Scrutiny Panel may claim a co-optee's allowance of £100 for attendance at any meeting of the Committee or the Panel or attendance at any conference or training event, where attendance is on behalf of and authorised by the Council.
- 16.** No co-opted member of the Standards Committee or the Learning, Achievement and Leisure Scrutiny Panel may claim more than £400 in co-optee's allowance in the course of a year and no co-opted member of the Overview and Scrutiny Committee may claim more than £1,000 in co-optee's allowance over the same period.
- 17.** A claim for co-optees' allowance shall be made in writing within two months from the date of attendance at the meeting, conference or training event.
- 18.** Where a member is suspended or partially suspended from his or her responsibilities or duties as a co-opted member under Part III of the Local Government Act, 2000, any co-optees' allowance payable to him or her for the period for which he or she is suspended or partially suspended, may be withheld by the Council.

### **Suspension of Allowances**

- 19.** Where a Councillor is suspended or partially suspended from his or her responsibilities or duties as a member of the Council under Part III of the Local Government Act 2000, or Regulations made under that Part, the part of the basic and special responsibility allowance or any travelling or subsistence allowance payable to him or her for the period for which he or she is suspended or partially suspended, may be withheld by the Council.

## **Recovery of Allowances Paid**

- 20.** Any allowance that has been paid to a Councillor whilst on suspension or after he or she has ceased to be a member of the Council, or is for some other reason not entitled to receive the allowance for a specified period, may be recovered.

## **Claims and Payments**

- 21.** Subject to paragraph 22, payments shall be made for basic and special responsibility in instalments of one-twelfth of the amounts respectively specified in this Scheme, paid on the last working day of each month.
- 22.** Where a payment of one-twelfth of the amount specified in this Scheme for a basic or special responsibility allowance will result in the Councillor receiving more than the amount to which he or she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he or she is entitled.
- 23.** A claim for travelling and subsistence or dependants' carers' allowance;
- shall be made in writing within two months from the date of the performance of the duty for which the claim is made;
  - shall be accompanied by receipts and/or any relevant evidence of the costs incurred.
  - shall be subject to such validation and accounting procedures as the Council's Director of Finance and Personnel may from time to time prescribe.
- 24.** Travelling and subsistence and dependants' carers' allowance shall be paid on the last working day of each month for any claim received not less than 14 days before that date.

## **Pensions**

- 25.** Any Councillor under the age of 70 shall be entitled to join the London Borough of Tower Hamlets Local Government Pension Scheme. Both basic and special responsibility allowances shall be treated as pensionable pay for the purposes of the scheme.

## **Records of Allowances and Publications**

- 26.** The Council shall keep a record of payments made by it under this Scheme, including the name of the recipients of the payment and the amount and nature of each payment.
- 27.** The record of the payments made by the Council under this Scheme shall be available at all reasonable times for inspection at no charge. A copy shall also be supplied to any person who requests it on payment of a reasonable fee.
- 28.** As soon as reasonably practicable after the end of the year to which this Scheme relates, the Council shall make arrangements to publish the total sums paid by it to each recipient for each different allowance.
- 29.** A copy of the Scheme shall be supplied to any person who requests it on payment of a reasonable fee.

## **Renunciation**

- 30.** A member may at any time and for any period, by notice in writing given to the Chief Executive, elect to forego any part of his/her entitlement to an allowance under this Scheme.

## **Interpretation**

- 31.** In this scheme:
  - "Councillor" means an elected member of the London Borough of Tower Hamlets who is a councillor;
  - 'Member' means any person who is either a councillor or a co-opted member;
  - "Co-opted member" means any person who is not a Councillor but who sits on a Committee, Sub-Committee or Panel of the Council.
  - "Year" means the 12 months ending on 31 March in any year;

## **Revocation**

32. The London Borough of Tower Hamlets Members' Allowance Scheme 2005 is hereby revoked.



## **SCHEDULE 1**

### ***Special Responsibility Allowance***

The following are specified as the special responsibilities for which special responsibility allowances are payable and the amounts of those allowances:

	£
Leader of the Council	<u>28,563</u>
Leader of the Opposition	<u>13,652</u>
Deputy Leader of the Council	<u>15,898</u>
Cabinet/Lead Members (x8)	<u>16,652</u>
Chair of Overview and Scrutiny	<u>10,863</u>
Chair of Health Scrutiny Panel	<u>8,069</u>
Lead Member for Scrutiny (x5)	<u>8,069</u>
Chair of Development, Licensing and Appeals Committees (x3)	<u>8,069</u>
Deputy Leader of the Opposition	<u>4,947</u>
Mayor	<u>4,770</u>
Deputy Mayor	<u>2,650</u>

## **SCHEDULE 2**

### ***Dependants' Carers' and Travelling and Subsistence Allowances***

The duties for which these allowances are payable include:

- the attendance at a meeting of the Council or of any committee or sub-committee of the Council or of any other body to which the Council makes appointments or nominations, or of any committee or sub-committee of such a body;
- the attendance at any other meeting, the holding of which is authorised by the Council, or a committee or sub-committee of the Council, or a joint committee of 270(1) of the Local Government Act 1972, or a sub-committee of such a joint committee, provided that –
  - where the Council is divided into two or more political groups it is a meeting to which members of at least two such groups have been invited; or
  - if the Council is not so divided, it is a meeting to which at least two members of the Council have been invited
- the attendance at a meeting of any association of authorities of which the Council is a member;
- the attendance at a meeting of the Cabinet or a meeting of any of its committees, where the Council is operating executive arrangements;
- the performance of any duty in pursuance of any standing order under section 135 of the Local Government Act 1972 requiring a member or members to be present while tender documents are opened;
- the performance of any duty in connection with the discharge of any function of the Council conferred by or under any enactment and empowering or requiring the Council to inspect or authorise the inspection of premises.
- the performance of any duty in connection with arrangements made by the Council for the attendance of pupils at any school approved for the purposes of section 342 of the Education Act 1996 (approval of non-maintained special schools); and

- the carrying out of any other duty approved by the Council, or any duty of a class so approved, for the purpose of, or in connection with, the discharge of the functions of the Council or any of its committees or sub-committees.

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### **LONDON BOROUGH OF TOWER HAMLETS**

### **COUNCIL MEETING**

**WEDNESDAY 1st MARCH, 2006**

### **TO CONSIDER A REVIEW OF PROPORTIONALITY**

**AGENDA ITEM NO. 11.2**

### **REPORT OF THE INTERIM HEAD OF DEMOCRATIC RENEWAL AND ENGAGEMENT**

#### **1. SUMMARY**

- 1.1 This report invites the Council to note the outcome of a review of proportionality which has been undertaken following receipt of the resignation from membership of the Labour Group of Councillors Khaled Reza, Helal Rahman and Fanu Miah. These councillors have indicated that they intend to sit as independent councillors.

#### **2. BACKGROUND**

- 2.1 Section 15(i) of the Local Government and Housing Act, 1989 requires the Council as soon as practicable to carry out a review to determine the allocation to the political groups of seats on Committees/Panels of the Council following changes to the political composition of the Council.

The principles to be adopted by the Council in carrying out the review are as follows:-

- (i) That all seats are not allocated to the same political group;
- (ii) That the majority of the seats go to the political group with the majority on the Council;
- (iii) That subject to the above two principles, the number of seats on the total of all the ordinary Standing Committees/Panels of the Authority allocated

to each political group bears the same proportion to the proportion on the full Council; and

- (iv) That subject to the above three principles, that the number of seats on **each** ordinary Committee/Panel of the Authority allocated to each political group bears the same proportion to the proportion on the full Council).

2.2 Councillors Khaled Reza Khan, and Fanu Miah, Helal Rahman notified the office of the Chief Executive on Monday 6<sup>th</sup> February 2006 of their resignations from membership of the Labour Group on the Council and their intention to sit as independent councillors. The Council is therefore obliged to consider the question of proportionality as soon as reasonably practical following this change. The revised calculation of proportionality is attached set out in the appendix.

2.3 The effect of the recalculation is that the Labour Group's overall allocation has been reduced by three seats to fifty three. These are on the Licensing Committee, the Olympic Development Committee and the Strategic Development Committee.

2.4 These councillors currently have the following committee places:

Councillor Khaled Reza Khan; Development Committee, Overview & Scrutiny Committee & Health Scrutiny Panel

Councillor Fanu Miah; Licensing Committee & Pensions and Accounts Committee

Councillor Helal Rahman; Licensing Committee, Personnel Committee Appointments Committee & Health Scrutiny Panel

2.4 Following the review of proportionality requirements and after consultation with the political groups on the Council, there remain ten committee seats that are unallocated to either of the two political groups. It is a decision for Council as to whether these seats should be offered to those seven members who do not belong to either of the two political groups on the Council, or whether they should remain unallocated.

2.5 The Committees that have unallocated seats are:-

- Overview and Scrutiny Committee;
- Health Scrutiny Panel;
- Development Committee;
- Licensing Committee;
- Appeals Committee;

- Pensions and Accounts Committee;
- Schools Organisation Committee.

### **3. RECOMMENDATIONS**

- 3.1 That the resignation of Councillors Khaled Reza, Helal Rahman and Fanu Miah from the Labour Group be noted;
- 3.2 That the recalculation of proportionality be noted;
- 3.3 That the Council consider making appropriate adjustments to the membership of committees to reflect the new political balance;
- 3.4 That the Council be invited to determine whether the ten unallocated committee seats should be offered to those seven members who are not currently members of either of the two political groups on the Council, or remain unallocated, and, if so, nominations be invited accordingly.

**LONDON BOROUGH OF TOWER HAMLETS**  
**COUNCIL MEETING - 1st MARCH, 2006**

**REVIEW OF PROPORTIONALITY ON COMMITTEES/PANELS**

Committee/Panel	No. of Members	No. of seats to be allocated		
		Lab	Lib Dem	Other
(1)	(2)	(3)	(4)	(5)
Overview and Scrutiny Committee	8	5	2	1
Health Scrutiny Panel	7	4	2	1
Development Committee	10	6	3	1
Olympics Development Committee	7	4 (-1)	2	1
Strategic Development Committee	7	4 (-1)	2	1
Licensing Committee	15	9 (-1)	4	2
General Purposes Committee	5	3	2	0
Appeals Committee	10	6	3	1
Pensions & Accounts Committee	5	3	1	1
Personnel Committee	5	3	2	0
Appointments Committee	5	3	2	0
Schools' Organisation Committee	5	3	1	1
<b>TOTAL</b>	<b>89</b>	<b>53</b>	<b>26</b>	<b>10</b>

<u>Political Group/Member</u>	<u>No. of members</u>	<u>No. of seats</u>
Labour Group -	29 (56.86%)	53 (59.55)
Liberal Democrat Group -	15 (29.41%)	26 (26.17)
Liberal Democrat (NM)	1 (1.96%)	
Conservative (SR)	1 (1.96%)	
Independent (AR)	1 (1.96%)	
Respect (OR)	1 (1.96%)	
Independent (FM)	1 (1.96%)	
Independent (HR)	1 (1.96%)	
Independent (KRK)	1 (1.96%)	10 unallocated
	<u>51 (100%)</u>	89 seats