

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 4 December 2007 at 7.00 p.m.

A G E N D A

VENUE

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

Members:	Deputies (if any):
Chair: Councillor Marc Francis Vice-Chair: Councillor Alexander Heslop	
Councillor Alibor Choudhury Councillor Stephanie Eaton Councillor Peter Golds Councillor Ahmed Hussain Councillor Oliur Rahman Councillor Mohammed Abdus Salique Councillor Salim Ullah	Councillor Louise Alexander, (Designated Deputy representing Councillor Stephanie Eaton) Councillor Shahed Ali, (Designated Deputy representing Councillors Ahmed Hussain and Oliur Rahman) Councillor Tim Archer, (Designated Deputy representing Councillor Peter Golds) Councillor Rania Khan, (Designated Deputy representing Councillor Ahmed Hussain) Councillor Abjol Miah, (Designated Deputy representing Councillor Ahmed Hussain) Councillor M. Mamun Rashid, (Designated Deputy representing Councillor Oliur Rahman) Councillor A A Sardar, (Designated Deputy representing Councillors Marc Francis, Alibor Choudhury, Alex Heslop, Mohammed Abdus Salique and Salim Ullah)

Councillor Bill Turner, (Designated Deputy representing Councillors Marc Francis, Alibor Choudhury, Alex Heslop, Mohammed Abdus Salique and Salim Ullah)

[Note: The quorum for this body is 4 voting Members].

Co-opted Members:

Mr Azad Ali	– Parent Governor Representative
MD Shahanur Khan	– Parent Governor Representative
Terry Bennett	– Church Of England Representative
Mr D McLaughlin	– Roman Catholic Diocese of Westminster Representative
Mr H Mueenuddin	– Muslim Community Representative

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact: Kweku Quagraine, Democratic Services, Tel: 020 7364 4877, E-mail: kweku.quagraine@towerhamlets.gov.uk

LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 4 December 2007

7.00 p.m.

SECTION ONE

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 195 to 198 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 Service Head, Democratic Services on behalf of the Monitoring Officer.

3. UNRESTRICTED MINUTES 1 - 14

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on the 6th November 2007.

4. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

5. REQUESTS FOR DEPUTATIONS

To be notified at the meeting.

6. SECTION ONE REPORTS 'CALLED IN'

(Time allocated 30 minutes)

6 .1 Progressing Leaseholder Buy Backs to Enable RSL Regeneration Schemes 15 - 40

7. SCRUTINY SPOTLIGHT:LEAD MEMBER

(Time allocated 45 minutes)

The Lead Member of Regeneration, Localisation and Community Partnerships, Councillor Ohid Ahmed, will attend to report on his portfolio.

Councillor Ohid Ahmed's Portfolio Includes the following remit:

- Local management
- Third sector
- Community engagement, consultation and empowerment
- Strategic and regeneration partnerships
- Business liaison and partnership
- Business tourism

8. PERFORMANCE MANAGEMENT

(Time allocated 30 minutes)

8 .1 The Council's Strategic Plan and Corporate Revenue Budget Monitoring Report 2007-08 Performance to 30th September 07 41 - 174

9. BUDGET AND POLICY FRAMEWORK

(Time allocated 15 minutes)

9.1 Statement on Community Involvement

175 - 270

10. SCRUTINY MONITORING AND MANAGEMENT

10.1 Scrutiny Lead Members Verbal Updates

(Time allocated – 15 minutes)

11. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS

(Time allocated – 15 minutes)

12. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

13. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

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

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

14. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS

There are no section two papers included in the Cabinet agenda of the 5th of December 2007.

15. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.30 P.M. ON TUESDAY, 6 NOVEMBER 2007

**M71, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,
LONDON, E14 2BG**

Members Present:

Councillor Marc Francis (Chair)
Councillor Alibor Choudhury
Councillor Stephanie Eaton
Councillor Peter Golds
Councillor Alexander Heslop (Vice-Chair)
Councillor Ahmed Hussain
Councillor Oliur Rahman
Councillor Mohammed Abdus Salique
Councillor Salim Ullah

Other Councillors Present:

Councillor Ohid Ahmed
Councillor Sirajul Islam
Councillor Denise Jones
Councillor Abjol Miah
Councillor Tim O'Flaherty
Councillor Abdal Ullah
Councillor Motin Uz-Zaman

Co-opted Members Present:

Mr H Mueenuddin – Muslim Community Representative
Mr M. Shahanur Khan – School Governor Representative

Guests Present:

–

Officers Present:

Suki Binjal – (Interim Head of Non-Contentious Team, Legal Services)
Alex Cosgrave – (Corporate Director, Environment and Culture)
John Goldup – (Corporate Director, Adults Health and Wellbeing)
Afazul Hoque – (Acting Scrutiny Policy Manager, Scrutiny and Equalities, Chief Executive's)
Michael Keating – (Service Head, Scrutiny & Equalities, Scrutiny &

	Equalities, Chief Executive's)
Maureen McEleney	– (Director of Housing Management)
Colin Perrins	– (Head, Trading Standards and Environmental Health Commercial, Environment and Culture)
Emma Peters	– (Corporate Director, Development and Renewal)
Charles Skinner	– (Service Head Communications, Chief Executive's)
Claire Symonds	– (Service Head, Customer Access)
Sara Williams	– (Assistant Chief Executive)
Angus Dixon	– (Democratic Services)

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

The following declarations of interest were made:

Councillor Ohid Ahmed declared a prejudicial interest in relation to items 6.1 'Housing Investment Strategy - Establishment of Tower Hamlets Homes' and 6.2 'Residential Care for Older People in Tower Hamlets' as he is a Member of the Cabinet which was the body responsible for making these decisions.

Councillor Sirajul Islam declared a prejudicial interest in relation to items 6.1 'Housing Investment Strategy - Establishment of Tower Hamlets Homes' and 6.2 'Residential Care for Older People in Tower Hamlets' as he is a Member of the Cabinet which was the body responsible for making these decisions.

Councillor Ahmed Hussain declared a personal interest in relation to item 6.2 'Residential Care for Older People in Tower Hamlets' as he works for the PCT.

Councillor Abdal Ullah declared a prejudicial interest in relation to items 6.1 'Housing Investment Strategy - Establishment of Tower Hamlets Homes' and 6.2 'Residential Care for Older People in Tower Hamlets' as he is a Member of the Cabinet which was the body responsible for making these decisions.

Councillor Motin Uz-Zaman declared a prejudicial interest in relation to items 6.1 'Housing Investment Strategy - Establishment of Tower Hamlets Homes' and 6.2 'Residential Care for Older People in Tower Hamlets' as he is a Member of the Cabinet which was the body responsible for making these decisions.

Councillor Alexander Heslop declared a personal interest in item 6.1 'Housing Investment Strategy - Establishment of Tower Hamlets Homes' as he is a Member of the Shadow Board of Tower Hamlets Homes.

Councillor Marc Francis declared a personal interest in item 6.1 'Housing Investment Strategy - Establishment of Tower Hamlets Homes' as he is a Member of the Shadow Board of Tower Hamlets Homes.

Councillor Alibor Choudhury declared a personal interest in relation to item 6.2 'Residential Care for Older People in Tower Hamlets' as the facilities are located in his ward.

Councillor Oliur Rahman declared a personal interest in relation to item 6.2 'Residential Care for Older People in Tower Hamlets' as the facilities are located in his ward.

3. UNRESTRICTED MINUTES

The minutes of the meeting held on 2nd October 2007 were confirmed as a true and accurate record.

In discussing issues arising from the minutes the Chair stated that he would be writing to the Standards Board regarding the new requirement for Cabinet members in attendance at Overview and Scrutiny Committee meetings to declare a prejudicial interest when Cabinet business was being discussed. The Chair said that he was going to highlight to the Standards Board that the Committee's discussions were a means of promoting a greater understanding by Cabinet of the Committee's views and perspectives, and therefore whether there is a means of allowing the Cabinet Members to remain present for discussion and thus facilitate a more useful scrutiny process.

4. REQUESTS TO SUBMIT PETITIONS

No requests to submit petitions were made.

5. REQUESTS FOR DEPUTATIONS

One deputation request had been received from Ms Pawla Cottage on the subject of 'Housing Investment Strategy Report - Establishment of Tower Hamlets Homes'.

The Chair welcomed the deputation and asked its representative to address the meeting. Ms Pawla Cottage, on behalf of the deputation, presented to the Committee their arguments against the establishment of Tower Hamlets Homes. These included a lack of real and representative consultation with residents, the lack of contingency planning in case the Better Homes standard was not reached, and the need for a full ballot to be held to gauge resident support.

Members put questions to Ms Cottage regarding whether she would support the ALMO process if further consultation demonstrated resident support for the process, if she held any evidence of Officers not supporting the project, and why she was so confident that the Government would introduce a fourth option for housing management.

Ms Cottage stated that if there was fair and meaningful consultation then she would support an 'in favour' result. She was unwilling to produce evidence to the Committee substantiating her claim that housing officers believed the ALMO was being 'set up to fail', and with regard to the fourth option she stated that it was up to the Council to galvanise and lobby alongside other Boroughs in order to pressure Central government.

The Chair thanked the deputation for its attendance.

6. SECTION ONE REPORTS 'CALLED IN'

6.1 Housing Investment Strategy – Establishment of Tower Hamlets Homes

The Chair invited Sara Williams, Assistant Chief Executive, to outline the process to be followed for the call-in.

Councillor Abjol Miah for the call-in Members outlined the main issues that they held with the Establishment of Tower Hamlets Homes – namely that there were no guarantees that the ALMO would achieve the required 2 star status for extra funding and that there had been inadequate consultation of residents. They believed that there were further measures that the Council should agree to in order to regain full control of the housing assets and services if the ALMO failed in its bid. Councillor Miah also expressed that the Council should be working together to secure a fourth option.

Committee Members put detailed questions to Councillor Miah regarding his understanding of the Council's control of the housing assets under ALMO, and therefore tenancy, and whether he would support the ALMO if there was a ballot which demonstrated resident support for the ALMO. Councillor Miah responded that he realised that Council retained control however what would happen if Tower Hamlets Homes failed to reach the two star target. With regard to the ballot Councillor Miah stated that he would support the outcome of a fair ballot.

Committee Members also questioned Councillor Miah as to why he wouldn't support a process that would immediately allow funds to flow into much needed housing repairs, and what evidence he had that a fourth option was imminent. Councillor Miah responded that despite the funds being a good start, by adding safeguards to the proposal residents could be insured against the two star target being missed. He further stated that the fourth option was a campaign that the Council needed to take to Central government

Councillor Islam, Deputy Leader, addressed the Committee on his perspective of the ALMO stating that since the first ALMO was established, 82% have reached the required two star standard. Councillor Islam further stated that residents in these ALMOs have been happy with the results, safeguarded by the fact that the Council retains ownership.

Committee Members put detailed questions to the Deputy Leader, Councillor Sirajul Islam, and the Director of Housing Management, Maureen McEleney, on a number of issues including why a ballot hadn't be held, why the Borough Wide Compact Group (BWCG) was not going to be a primary consultative body, and the cost of setting up the ALMO.

Ms McEleney and the Deputy Leader responded that most other authorities had not used a ballot as a means of consultation on ALMOs, and that holding a ballot could cause greater confusion amongst residents on an issue that has been surrounded by misinformation. Ms McEleney informed the Committee that the budget for setting up the ALMO was £345,000, and that her Department was constantly searching for ways of getting better involvement from residents. Therefore, whilst the BWCG was not going to be a primary consultative group, its members had been invited to apply for the new consultative positions.

Following discussion the Committee voted on whether to refer the item back to Cabinet for further consideration. Councillor Stephanie Eaton requested that a recorded vote be held.

Those **FOR** of the motion:

Councillor Marc Francis, Councillor Alexander Heslop, Councillor Alibor Choudhury, Councillor Mohammed Abdus Salique, Councillor Salim Ullah (5).

Those **AGAINST** the motion:

Councillor Stephanie Eaton, Councillor Peter Golds, Councillor Ahmed Hussain, Councillor Oliur Rahman (4).

Accordingly it was **RESOLVED**

That the alternative course of action proposed in the call-in would not be pursued and no referral would be made to Cabinet.

6.2 Residential Care for Older People in Tower Hamlets

Councillor Ahmed Hussain temporarily stood down as a Member of the Committee in order to present the call-in to the meeting. Councillor Hussain for the call-in Members outlined the main issues that they held with the proposed commissioning arrangements at Pat Shaw House and Peter Shore Court – namely that the Council had underutilised resources in the provision of residential care that could be better used in other areas. Councillor Hussain indicated that he would also like to attach another recommendation to the report simply stating that the Committee have an opportunity to Monitor this contract every 6 months.

Committee Members questioned Councillor Hussain on what savings he estimated would result from his proposal. Councillor Hussain estimated that the Council could save £80,000 annually by providing 50 beds and by 'spot-caring' any spikes in care requirements.

Committee Members put detailed questions to the Lead Member for Health and Wellbeing, Councillor Motin Uz-Zaman, and the Corporate Director of Adults, Health and Wellbeing, John Goldup, on a number of issues including why the identified option was the best value for the Council and why it had taken the Council so long to take steps to address the issue.

Councillor Motin Uz-Zaman and Mr Goldup responded in detail on the points raised stating that with the price that the Council had managed to secure under the proposed arrangement, analysis had shown that this offered the best value. The reason for the delay in addressing the situation was due to the undertaking of a tender process for the new contract.

Further questions were asked surrounding whether the terminate notice period could be reduced to four weeks notice, and whether the void beds could be sold to other purchasers with one week notice. Mr Goldup responded that he hadn't investigated these options however he would now raise this as part of the negotiations.

The Committee considered that the discussion surrounding the report had been useful and that the Council should investigate whether the notice periods could be reduced as specified. The Committee felt that decision did not need to be referred back to Cabinet however that the Committee should have an opportunity to receive an update on the implementation within the next 6 months.

RESOLVED

That the alternative course of action proposed in the call-in would not be pursued and no referral would be made to Cabinet.

7. SCRUTINY SPOTLIGHT: DEPUTY LEADER

Councillor Sirajul Islam, Deputy Leader, opened his presentation to the Committee by commenting that he covered a broad portfolio spanning 8 separate areas. Councillor Islam stated these areas were key to the Council's objectives of having excellent, accessible public services, reducing inequalities, promoting engagement and a lively democracy.

The Deputy Leader divided his presentation into key achievements and key challenges. The key achievements included the Customer Access Strategy and Action Plan that set out the Council's overall approach to developing its customer access; the achievement of the Investors in People standard; the

obtainment of Level 5 Equalities recognition; and improvements to communications.

The Deputy Leader outlined the key challenges as customer access (changing borough and population); community cohesion (have been successful in avoiding problems elsewhere but still a constant challenge); workforce to reflect the community (has been improvement but still a long way to go); and Member L&D (a good record however we still need to do more to support the Members' community leadership role).

The Committee put a number of questions to the Deputy Leader. These included the Deputy Leader's role in improving community cohesion to which he responded that whilst it was a very challenging area he had been attending a number of conferences which had provided him with insight as to what was working in other areas and that the Council had been doing a lot of work.

Michael Keating, Head of Scrutiny and Equalities, further discussed with the Committee that the Council's Community Plan had community cohesion at its heart, and that the negotiation on the new Local Area Agreement will help refine the local definition of cohesion.. Mr Keating discussed some of the initiatives that the Council had implemented including the 'Schools Cohesion Duty' and the 'Bridging Communities Project', and Steps 1 and Steps 2 projects. The Steps projects had seen students travel to Ghana and Barbados to examine the impacts of past slavery cultures, and Muslim students visiting the Auschwitz concentration camp to learn about genocide and anti-Semitism. In both cases the aim is to use the lessons of the past to address current challenges.

The Committee also addressed questions to the Deputy Leader on his portfolio area of workforce to reflect the community. The Deputy Leader reiterated that a lot of work was being done to address this issue however that it was a long-term project. The work being done today with graduates would be demonstrable in future years. With regard to questioning on timescales for getting people into senior positions the Deputy Leader responded that there was no fixed timeframe and that it is still a case of best person for the job, however that there was a focus on harnessing and encouraging people fulfil their potential.

Further questions were addressed to the Deputy Leader on his organisation of a Focus Group meeting of Bangladeshi councillors and how this fitted into the concept of equalities and cohesion. The Deputy Leader responded that it was not a formal meeting, simply a targeted group so as to provide specific feedback on certain issues. This particular focus group would form part of a series of other targeted discussions on this topic.

The Committee also sought response from the Deputy Leader on communications activities, and as to whether these were meant to reflect the whole of Council, or just the work of the majority group. The Deputy Leader was reminded of a Scrutiny recommendation from earlier in the year that East End Life operate on a more inclusive basis with greater coverage of

opposition groups. Mr Charles Skinner, Head of Communications, stated that actions had been undertaken to provide for regular sections in East End Life throughout the year for all Members.

8. PERFORMANCE MANAGEMENT

8.1 Complaints - six month report

Councillor Alex Heslop in the Chair

Ms Claire Symonds, Service Head of Customer Access, introduced the report informing the Committee that it summarised the complaints completed by the Council in the six months from April to September. Ms Symonds commented that overall there had been improvements to complaint response times and early resolution of complaints, with the Local Government Ombudsman noting better performance.

The Committee put a number of questions to Ms Symonds regarding how the Council was performing against other Boroughs and the number of complaints in relation to housing. Ms Symonds responded to the points raised stating that benchmarking activities were going to be performed to compare the Council's performance and that whilst the number of housing complaints was high, it did not represent an increase in complaints over previous periods.

9. BUDGET AND POLICY FRAMEWORK

9.1 Licensing Authority Policy Statement

Councillor Marc Francis in the Chair

Alex Cosgrave, Corporate Director Environment and Culture, introduced the report reminding the Committee that as it was a Budget and Policy Framework item it would be going to Cabinet for approval, before finally being put before a full meeting of the Council. Ms Cosgrave detailed that the report provided a summary and analysis of the consultation carried out for the three year review of the Licensing Policy under the Licensing Act as well as suggesting a number of changes to the Policy.

The Overview and Scrutiny Committee broadly welcomed the Licensing Authority Policy Statement and recognised the extensive consultation that has occurred in its development. The Committee believed that the recommended changes in the Statement would result in a more transparent licensing process and greater regulation and control of premises' activities.

The Committee wished to reinforce to Cabinet the importance of continuing improvement to the Council's Licensing Policy and in this vein looked forward to the incorporation of the outcomes of the Scrutiny Review Panel's investigating of Licensing of Strip clubs.

The Committee expressed concerns about drinking outside of licensed premises and the resulting anti-social behaviour issues and also around the Council's saturation policy for the north of the borough with the increasing number of licensed premises. The Committee sought that these issues be areas of focus in the ongoing revision of the Council's Licensing Policy.

9.2 Community Plan Refresh

Sara Williams, Assistant Chief Executive, introduced the report informing the Committee that it provided a summary of the Council's and Tower Hamlets Partnership's preparations to revise and refresh the borough's Community Plan towards 2020. Ms Williams stated that the refresh process was at an early stage, with an all Member seminar to be scheduled in the coming months to obtain input from all Members on critical issues.

Ms Williams reminded the Committee that as this was a Budget and Policy Framework item it would be coming back to them for further discussion. Moving forward the Committee would need to decide the type of input they would like to provide on the process.

The Committee questioned Ms Williams on the timeline for the production of the Community Plan 2020 to which she responded that it would be put to the April 2008 Council meeting.

10. SCRUTINY MONITORING AND MANAGEMENT

10.1 Appointment to the London-wide Joint Overview and Scrutiny Committee

Michael Keating, Head of Scrutiny and Equalities, introduced the report stating that the Committee had been asked to nominate a representative and a deputy to the London-wide Joint Overview and Scrutiny Committee.

RESOLVED

Councillor Marc Francis to be appointed to the London-wide Joint Overview and Scrutiny Committee and Councillor Stephanie Eaton be his Deputy.

10.2 Overview and Scrutiny Tracking Report

Michael Keating, Head of Scrutiny and Equalities, introduced the report reminding the Committee that it provided an update on the progress of implementation of the Committee's past recommendations.

RESOLVED

That the report be noted.

10.3 Verbal updates from Scrutiny Leads

RESOLVED

In accordance with Council procedural rule 14.1.13 the meeting be extended.

Councillor Alibor Choudhury (Creating and Sharing Prosperity), reported that his group had been compiling a scoping document which set out a timetable, Terms of Reference etc, and had been meeting with Partnerships officers, stakeholders and CPAGs. He informed the Committee the Member Challenge session was scheduled for Monday 19th November.

Councillor Alexander Heslop (Living Well), reported on his review of choice-based letting, informing the Committee that the meetings that had been held had been well attended with good debate. He commented on the emerging issue of the selection process of 'date order' verses 'strict housing need'. He also discussed that the Corporate Parenting Steering Group had expressed interest in the review looking at their specific issues.

Councillor Stephanie Eaton (Chair of Health Scrutiny Panel), reported that the work was going well and that her group was working well with health partners. She reminded the Committee that the group were looking at smoking and tobacco cessation as a whole and not just smoking.

Councillor Ahmed Hussain (Learning, Achievement and Leisure) reported that a Challenge Session would be held on 12 December to revisit the Scrutiny Review on the Youth Service undertaken in 04/05 both to check progress and reflect on the scrutiny process itself. He reminded the Committee that the substantive review in his portfolio was focusing particularly on disabled people's access to leisure and sport facilities and that a scoping document had been drawn up. Councillor Hussain also mentioned that the group was looking at a media production to present the findings.

Councillor Salim Ullah (Living Safely) informed the Committee that his group's work on Anti-Social Behaviour was going well and that he would bring more comprehensive feedback to the next meeting. He stated that the group was looking at an integrated approach which tackled all the key issues.

Councillor Mohammed Abdus Salique (Excellent Public Services) told the Committee that his group's investigation into the use of consultants was advancing using both case studies and other research. He stated that he hoped for useful comments from Members and that the next meeting was on 20th November.

Councillor Marc Francis (Strip Clubs and Licensing Policy) told the Committee that his group had prepared a draft scoping document which would be publicised soon. He informed that the group was seeking comments from residents on impacts before Christmas and hopefully also evidence from officers.

Councillor Stephanie Eaton also asked that Scrutiny officers put all the Scrutiny Review Panels' meeting times and dates into the Committee Members' diaries to maximise attendance.

11. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS

The Committee considered thoroughly the proposed questions to submit to Cabinet and agreed that the following should be referred

Agenda Item 6.1 – Extension of Controlled Parking into the Fish Island Area – Consideration of Objections Received (CAB 065/078)

Can the Cabinet confirm if 417 Wick Lane is subject to a Car free agreement?

Agenda Item 6.3 – Response to the Scrutiny Review Group – Improving Recycling (CAB 067/078)

1. Recommendation 3 - Can the Cabinet provide a copy of the response to the London Councils Tenth London Local Authorities Bill, outlining LBTH's position on the proposed levy on "throw out" shopping bags?

2. Recommendation 4 - Can the Cabinet confirm that all recycling sites are now emptied twice weekly? What progress has been made in installing recycling schemes at Bethnal Green and Tower Hill Tube stations, and what work is planned for similar schemes at other London Underground stations?

3. Recommendation 6 - On how many occasions in the past twelve months has an LBTH Waste Management Officer reported to the Planning Department that refuse and recycling facilities in a new development are not adequate, and on how many of those occasions has this resulted in enforcement action for breach of planning conditions?

4. Recommendation 8 - What was the conclusion of the evaluation of the potential for a high rise food waste service with a recycling contractor?

5. Recommendation 11 - What is the timescale to develop a financial incentive scheme for consideration by the Cabinet?

Agenda Item 7.1 Progressing Leaseholder Buy-backs to enable RSL Regeneration Scheme (CAB 068/076)

1. With reference to paragraph 5.2.6 is it the Council's policy to encourage RSLs to CPO leasehold properties?

2. The RSL performed their own audit and survey of leaseholders before they agreed to take over any estates from Council. Why is the Council encouraging RSLs on CPO?

3. Will the Council guarantee leaseholders on final stage are provided with the same size of homes after any rebuild?

Agenda Item 7.2 – Response to the Scrutiny Review Group – Hostels Strategy (CAB 069/078)

1. Recommendation 1 - Did Look Ahead Housing agree to consider submitting a bid to the Hostels Capital Improvement Programme to modernise the Aldgate Hostel?
2. Recommendation 5 – Will Cabinet include representations in support of the Foyer Federation's campaign for the abolition of the 16-hour rule for young homeless people in the letter to the Work & pensions Secretary on the reform of the Single Room Rent restriction?
3. Recommendation 12 - What was the outcome of the discussion on the merit of a drugs and hostels conference for local service providers to examine the possibility of increasing support for the Drug Action Team to ensure it has the capacity to provide satellite services in local hostels?

Agenda Item 8.2 Local Development Framework – Annual Monitoring Report 2006-07 (CAB 071/078)

1. Para 5.2 - What steps are being taken to increase the proportion of family-sized social rented homes beyond the 17.5 per cent achieved in 2006/07?
2. What proportion of (a) social housing and (b) intermediate housing was family-sized in 2004/05, and what estimate has been made of the proportions that will be achieved in 2007/08?
3. Will a more ambitious target be set for the proportion of family-sized housing in 2008/09 to compensate for the shortfall in 2006/07?
4. Why was almost 40 per cent of the affordable housing completed in 2006/07 "intermediate", when the target was actually significantly lower than this figure?
5. What efforts has the Council made to consult faith groups in the development of the LDF and has the need for space for faith groups been monitored and incorporated into the LDF?
6. Can the Council outline how are they intending to deliver the multi-faith cemetery through the LDF?

Agenda Item 9.1 Consultation on the Admission Arrangements (CAB 073/078)

With new high rise developments in Tower Hamlets, how can the Cabinet ensure that all children who live close to a certain school will be admitted to that school, or ensure that the nearest high rise blocks do not take up all the places available in that school for that year?

Agenda Item 9.3 Toby Lane Kitchen – adoption of supplementary capital estimate (CAB 075/078)

1. What surveys took place before agreeing this contract and who are the contractors and why are they not mentioned in the report? Would the tendering and contracting process have been different if the value of the contract had initially been estimated at the value of £1m?

2. Does the Council intend to purchase all its catering needs i.e. refreshments/ food for meetings & events in-house; instead of contracting it to external suppliers?

3. As we have good relationships with the health trusts in the borough, would the kitchen be able to supply the food that the hospitals contract out to other external suppliers and generate income?

Agenda Item 9.4 Open Space at Lukin Street Determination of Objection (CAB 076/078)

Can the Cabinet explain why the disposal was not agreed prior to submission and agreement of planning permission?

Agenda Item 10.1 Supply of Library Management System – Participation in the London Libraries Consortium’s Framework Agreement

1. With reference to paragraph 2.2 why is Cabinet being asked for an exemption on tendering procedure and what are the negative impacts of tendering this contract? Was TH involved in the initial tendering with Havering at that time?

2. Why were only 2 second tier officers involved in this procurement process and not more? Would it not be wise to include an officer from the resources (finance) directorate in the team during this procuring process?

Agenda Item 10.2 Implementation of Single Status Agreement (CAB 078/078)

1. Apart from female ex-workers can the Cabinet clarify which other groups will benefit from this scheme?

2. With reference to paragraph 4.1 what would be the cost impact of a 5 year pay protection scheme? Is the report suggesting that after 5 years the "Home care & Education contract" will be contracted or will seek to be contracted out to others?

3. How are the incremental points calculated? Why is the pay increment between Scale 1 point 3 & 4 only £114 whereas, an average senior manager pay increment is £906?

4. With reference to average incomes in Tower Hamlets and also the cost of living in the Borough, if the Cabinet will estimate the cost of upgrading all those posts currently graded at points 1 & 2 on our grading scale to point 3?

12. ANY OTHER SECTION ONE (UNRESTRICTED) BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

13. EXCLUSION OF THE PRESS AND PUBLIC

14. SECTION TWO REPORTS 'CALLED IN'

15. PRE-DECISION SCRUTINY OF SECTION TWO (RESTRICTED) CABINET PAPERS

There were no pre-decision questions of section two Cabinet papers.

16. ANY OTHER SECTION TWO (RESTRICTED) BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other section two business that the Chair considered urgent.

Agenda Item 6.1

Committee	Date	Classification	Report No.	Agenda Item No.
OVERVIEW AND SCRUTINY	4 December 2007	Unrestricted		6.1
Report of: Corporate Director of Development and Renewal		REPORT "CALLED IN" –)		
Originating Officer(s): Jackie Odunoye (Interim Service Head Housing Strategy & Development) / Niall McGowan (Housing Regeneration Manager)		Ward(s) affected: Blackwall and Cubit Town; Bromley by Bow; Mile End East; Spitalfields and Banglatown;		

1. SUMMARY

- 1.1 The attached report of the Interim Service Head of Housing Strategy, Jackie Odunoye and Housing Regeneration Manger Niall McGowan, was considered by the Cabinet on 7 November 2007 but has been "Called In" for further consideration by Councillors Tim Archer, Simon Rouse, Emma Jones, Rupert Eckhardt and Shirley Houghton in accordance with the provisions of Part 4 of the Council's Constitution.

2. RECOMMENDATION

- 2.1 That the Committee consider the contents of the attached report, review the Cabinet's provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

Brief description of "background paper"

Cabinet report (CAB58/078)

**Name and telephone number of holder
and address where open to inspection**

**Mark Redhead
020 7364 4877**

3. BACKGROUND

3.1 The attached report of the Interim Service Head of Housing Strategy, Jackie Odunoye and Housing Regeneration Manager Niall McGowan, was considered by the Cabinet on 7 November 2007 but has been "Called In" for further consideration by Councillors Tim Archer, Simon Rouse, Emma Jones, Rupert Eckhardt and Shirley Houghton in accordance with the provisions of Part 4 of the Council's Constitution.

3.2 The Cabinet after considering the attached report provisionally agreed:-

1. That the Corporate Director of Development and Renewal, after consultation with the Lead Member Regeneration, Localisation and Community Partnerships, be authorised to take all necessary steps including the making of Compulsory Purchase Orders (CPOs), General Vesting Declarations or Notices to Treat, to ensure that the leasehold interests in respect of Crossways, Leopold, Bow Bridge, Holland, Christchurch and British Street Estates, identified at Appendix 1 to the report (CAB 068/078), shall be acquired by Compulsory Purchase Orders, if necessary;
2. That the Corporate Director of Development and Renewal be authorised to include, in any of the CPOs referred to in resolution 1. above, the acquisition of any other leasehold or freehold interests granted to assured tenants within the blocks or streets requiring decant for regeneration of the estates (also referred to in resolution 1. above), between consideration of the report and the making of the CPO;
3. That it be noted that the authorisation of the Corporate Director of Development and Renewal to make the CPOs referred to in resolutions 1. and 2. above, shall include determination as to whether any individual Order shall be made under the provisions of Section 17 Housing Act 1985, or Section 226 Town and Country Planning Act 1990, as detailed in paragraphs 4.24 to 4.27 of the report (CAB 068/078), should the Assistant Chief Executive (Legal Services) consider this appropriate;
4. That the use of CPO powers in the cases where this is recommended in the report (CAB 068/078) is exercised after balancing the rights of the individual property owner with the requirement to obtain possession in the public interest; and
5. That the interference with the human rights of the property owners affected by these proposals, and in particular their rights to a home and to the ownership of property, is proportionate, given the adequacy of their rights to object and to compensation, and the benefit to the economic, social and environmental well being of the areas of Tower Hamlets affected by these proposals.

4. THE "CALL IN" REQUISITION

4.1 The reasons advanced in the "Call In" requisition are set out below:

- The Cabinet decision gives delegated power to an Officer to agree the Compulsory Purchase Orders of up to 102 homes and businesses in the Borough. This power

is one of the most draconian powers that the council has and it should be used only as a last resort;

- So far as a result of negotiations between freeholders/leaseholders and their respective Residential Social Landlords, less than half have so far agreed a negotiated settlement. Negotiated settlements should be seen as the preferred option and are to be encouraged in place of Compulsory Purchase Orders (CPOs).
- It should be noted that leaseholders' votes in the stock transfer process did not count towards the overall success or otherwise of the ballot. As a result it is possible that many leaseholders have not had an effective say on the future that their estate is now taking. Many leaseholders may not support the planned regeneration of their estates nor voted for it. They will, however, have to face the costs of it if their homes are compulsorily repurchased.
- The call-in members believe that this cabinet decision delegates too much decision making authority to Officers and removes too much accountability for decisions away from the Cabinet.
- The call-in members also believe that agreeing without any conditions or checkpoints to the use of CPOs sends the wrong signals to the RSLs. It implies that they need not focus their efforts on reaching negotiated settlements with their freeholders/leaseholders as it implies they can rely on the powers of CPO to force residents to give up their homes.
- The call-in members believe that the Cabinet has a duty of care towards its residents to seek a further update before any CPO orders are granted.

5. ALTERNATIVE COURSE OF ACTION

5.1 In accordance with the Committee's procedures, the "Call In" Members have provided an alternative course of action for consideration:-

- That this item be represented to Cabinet with a further update on the progress of negotiated settlements before any CPOs are issued. This will enable transparency as to how effective the RSLs are being at actually reaching negotiated settlements rather than relying on the power of CPOs.
- That Cabinet specifically agrees the issuing of CPOs for each estate, rather than delegating this decision in its entirety to an Officer.

6. CONSIDERATION OF THE "CALL IN"

6.1 The following procedure is to be followed for consideration of the "Call In".

- (a) Presentation of the "Call In" by one of the "Call In" Members followed by questions.

- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 6 June, 2007, the “Call In” Members are not allowed to participate in the general debate.

- 6.2 It is open to the Committee to either resolve to take no action which would have the effect of endorsing the original Cabinet decisions, or the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

7. RECOMMENDATION

- 7.1 That the Committee consider the contents of the attached report, review the Cabinet’s provisional decisions arising and decide whether to accept them or refer the matter back to Cabinet with proposals, together with reasons.

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Committee: Cabinet	Date: 7th November, 2007	Classification: Unrestricted	Report No:	Agenda Item No:
Report of: Corporate Director of Development and Renewal		Title: Progressing leaseholder buy-backs to enable RSL regeneration schemes.		
Originating Officer(s): Jackie Odunoye (Interim Service Head Housing Strategy & Development) / Niall McGowan (Housing Regeneration Manager)		Wards Affected: Blackwall and Cubit Town; Bromley by Bow; Mile End East; Spitalfields and Banglatown;		

1. SUMMARY

- 1.1 This report seeks delegated approval to make a series of compulsory purchase orders (CPOs) to assist the Council's registered social landlord (RSL) partners to fulfil their regeneration commitments on a number of estates. The estates concerned have all been transferred to the RSL landlords following ballots of residents under the Council's housing choice programme.

2. RECOMMENDATIONS

Cabinet is recommended to:-

- 2.1. Authorise the Corporate Director of Development and Renewal to take all necessary steps, including the making of Compulsory Purchase Orders (CPOs), General Vesting Declarations or Notices to Treat, to ensure that the leasehold interests in respect of Crossways, Leopold, Bow Bridge, Holland, Christchurch and British Street Estates, identified at Appendix 1, shall be acquired by Compulsory Purchase Orders, if necessary;
- 2.2 Authorise the Corporate Director of Development and Renewal to include, in any of the CPOs referred to in recommendation 2.1 above, the acquisition of any other leasehold or freehold interests granted to assured tenants within the blocks or streets requiring decant for regeneration of the estates (also referred to in 2.1 above), between consideration of the report and the making of the CPO;

Local Government Act 1972 (as amended) Section 100D

List of "Background Papers" used in the preparation of this report

Brief description of "Background paper"
of holder and address where open

Name and telephone number

Stock Transfer Offer
Documents and working papers
supplied by RSL partners

Niall McGowan (ext 2538)

- 2.3 Note that the authorisation of the Corporate Director of Development and Renewal to make the CPOs referred to in recommendations 2.1 and 2.2 above, shall include determination as to whether any individual Order shall be made under the provisions of Section 17 Housing Act 1985, or Section 226 Town and Country Planning Act 1990, as detailed in paragraphs 4.24 to 4.27, should the Assistant Chief Executive (Legal Services) consider this appropriate;
- 2.4 Agree that the use of CPO powers in the cases where this is recommended in this report is exercised after balancing the rights of the individual property owner with the requirement to obtain possession in the public interest; and
- 2.5 Agree that the interference with the human rights of the property owners affected by these proposals, and in particular their rights to a home and to the ownership of property, is proportionate, given the adequacy of their rights to object and to compensation, and the benefit to the economic, social and environmental well being of the areas of Tower Hamlets affected by these proposals.

3. BACKGROUND

- 3.1 This report updates Members on regeneration work currently underway by three of the Council's social landlord partners (RSLs), on six estates, which have been transferred through the housing choice process.
- 3.2 The estates concerned are:-
 - Leopold and Bow Bridge Estates (Poplar HARCA)
 - Holland, British Street and Christchurch Estates (EastEnd Homes)
 - Crossways Estate (Swan Housing Association).
- 3.3 The report seeks approval for measures which will be required to help these RSL landlords carry out their planned redevelopment work, and achieve the regeneration aims which were integral to the transfer of these estates.
- 3.4 The regeneration work across these estates comprises a combination of comprehensive refurbishment and redevelopment with the construction of new homes for rent and sale. An outline of the regeneration activity proposed for each estate is set out in the report.

4. LEASEHOLDER BUY-BACKS

- 4.1 Poplar HARCA, EastEnd Homes and Swan Housing Association each have regeneration proposals for the estates listed in para.3.2 which require the vacation of residential and/or shop premises in specific housing blocks, or streets.

- 4.2 HARCA's proposals include the repurchase of a number of leasehold or freehold interests, with provision for the affected owners who currently live in the properties to remain on the estate if they wish, via the take-up of alternative leaseholds to new or refurbished properties.
- 4.3 Alternatively the leaseholders whose homes are purchased may choose to make their own arrangements. The general provisions of each RSL's proposed buy-back options for leaseholders were explained in the leaseholder consultation documents issued by the Council to dwelling leaseholders prior to the transfer ballots on each of these estates, the exception being Christchurch Estate (Island Gardens Estate transfer) where proposals affecting the leaseholders of Capstan House have been developed since transfer.
- 4.4 Specific provisions are proposed in the schemes where shop leaseholders are to be displaced, and these are set out in section 5 of the report where applicable.
- 4.5 When leaseholders' homes are repurchased, they receive the full current market value of their property. Leaseholders who occupy their properties as their "principal" homes receive an additional 10% of the final market value as a statutory "Home Loss" payment. Leaseholders who do not occupy their homes may be eligible for an extra 7.5% of the purchase price as a "Basic Loss Payment," if they have maintained their flat well.
- 4.6 To help displaced leaseholders move to their new homes, their reasonable moving costs are paid: for example, solicitors' and valuers' professional fees, the hire of private removal companies, disconnection and reconnection of cookers, washing machines, and all associated domestic costs of moving from one property to another, including an allowance for carpets and curtains etc. Where a resident leaseholder makes their own arrangements, the RSL meets the reasonable cost of stamp duty.
- 4.7 In addition to this standard option set out in paras. 4.2 - 4.5 above, which reflects the Council's own approach to leaseholder buy-backs, the RSLs may be able to offer further options when they are purchasing leaseholders' homes. These options have been developed in consultation with affected home owners, usually prior to the stock transfer ballots of residents.
- 4.8 For example, Poplar HARCA also offers lease swaps and conversion to shared equity or shared ownership, where there is insufficient capital in the existing property to enable the displaced leaseholder to purchase a new replacement home at full cost.

- 4.9 Swan HA and EastEnd Homes offer leaseholders the same additional options as HARCA. They may also offer a “do it yourself” shared ownership option, for residential leaseholders prepared to find their own replacement properties.
- 4.10. The aim of all three RSLs is that leaseholders are treated fairly and that resident leaseholders have opportunities to remain living on the improved estate if this is their preference.
- 4.11 Compulsory Purchase Order**
Each of these RSL schemes is at a different stage, which is reflected in the extent and progress of negotiations with individual leaseholders to date. However they share a common requirement for the Council to assist them in carrying out all the necessary steps to secure vacation, including the making of a Compulsory Purchase Order, to ensure that those properties identified can be acquired by Compulsory Purchase Order if necessary. Appendix 1 lists the leasehold interests affected.
- 4.12 Each RSL will continue to prioritise and pursue its own voluntary negotiations with the affected leaseholders and to respond sensitively to their specific issues and concerns. However given the scale of the proposed projects, the overall regeneration benefits to the residents of the affected blocks and the communities of each estate as a whole - along with the need to start redevelopment within programmed timescales - it will be necessary to begin CPO processes on the remaining residential and (where applicable) commercial leasehold interests, in tandem with negotiations by the RSL.
- 4.13 RSLs are not empowered to make compulsory purchase orders, but it is well established that local authorities can make a CPO, for the RSL to secure the regeneration. A recent example in Tower Hamlets is Priestman Point on Crossways Estate, on which the Council made a CPO to expedite the first phase of the SRB6 refurbishment scheme by Swan HA. The same provision was also agreed by Cabinet when the transfer of East India Estate to Poplar HARCA was agreed on 4th July, 2007.
- 4.14 The CPO process will be managed in close liaison between the Council and the RSL landlord of each affected estate, along with the residents concerned, to ensure that the leaseholders understand that the Council’s role in the CPO is to support the regeneration of the estate. The full cost of each CPO, and of the Council’s services, will be met by the RSLs.

- 4.15 It is therefore requested that delegated authority be given to the Corporate Director of Development and Renewal to make a series of CPOs - on the statutory grounds indicated in this report - for each estate, after consultation with the Assistant Chief Executive (Legal Services), to enable the buy-back of all interests in leaseholder properties identified in Appendix 1.
- 4.16 Authority is also sought to include in these CPOs any further properties which might be bought by tenants under a preserved right to buy, or right to acquire, in the housing blocks or streets identified in Appendix 1, It is necessary to include these rights since the Council and RSLs are under a statutory right to grant them, whether or not a Compulsory Purchase Order has been made and confirmed. It is therefore possible that the landowner will be compelled by law to grant a lease or transfer to an individual entitled after the CPO has been made. Apart from a voluntary sale, compulsory acquisition is the only way to re-acquire these leases.
- 4.17 Under Schedules 5 and 5A of the Housing Act 2004, the Council is entitled to block the grant of any of the interests mentioned in the preceding paragraph when it intends to demolish the building in which the dwelling house is situated. However this right does not apply to any application to buy made before 18th January 2005, and consequently there may be some cases where the landlord cannot block the grant of an interest mentioned in the previous paragraph. It is for those cases that the power to acquire, set out in paragraph 2.1.2 and explained in the previous paragraph is required.
- 4.18 When used all such properties will be listed in the Compulsory Purchase Order It is believed that all known cases are listed in Appendix 1, but paragraph 2.1.2 delegates power to the Corporate Director to add additional properties to any of the CPOs if further cases are identified at a later date, before the making of the relevant CPO
- 4.19 This measure is necessary, since an inability by the RSL to ultimately secure full vacant possession of the blocks could unnecessarily delay the wider regeneration schemes for these estates, delaying much needed improvements for existing residents. The making of a CPO will not diminish the RSL's efforts to secure vacant possession by negotiation with individual leaseholders.
- 4.20 Section 5 of this report briefly sets out the regeneration schemes on each of the estates for which the Council's RSL partners are seeking the Council's support, in the form of compulsory purchase orders.

- 4.21 The use a compulsory purchase order is taken very seriously by the Council. Prior to the Council making a CPO, the requesting RSL will be asked to demonstrate that it has been attempting to progress voluntary negotiations with all the leaseholders, freeholders or shop owners whose homes (or shops) are to be included: including those set out in Appendix 1 of this report.
- 4.22 The Council's RSL partners confirm that they have written to the leaseholders / freeholders of the addresses listed in Appendix 1, to state their intention to purchase these leasehold interests by voluntary negotiation if possible. The need to acquire most of the leaseholder interests listed in Appendix 1 was also indicated in pre-ballot consultation and described generally in the Leaseholder Consultation Documents, which preceded the transfer ballots (with the exception noted in para.4.3).
- 4.23 The Council will liaise with, and monitor, the RSLs regularly, to ensure as far as possible that they continue to attempt to negotiate with leaseholders before, or in tandem with any CPO which may be made.
- 4.24 There is a technical legal question as to which legal power a particular Compulsory Order will be made under. On the basis of the proposals being made in this report, there are two Acts under which orders could be made depending on the exact circumstances in each case.
- 4.24.1 The Housing Act 1985 section 17 authorises a CPO to acquire existing housing or land on which to build houses. It extends to the provision of recreation grounds, shops and other commercial premises and buildings serving beneficial purposes for the people who will occupy the dwellings (for example community centres) Guidance in Circular 06/04 states that a qualitative or quantitative gain in the housing stock must be shown to justify the making of a CPO.
- 4.24.2 The Town and Country Planning Act 1990 section 226 authorises the making of a CPO if the authority thinks that acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land involved. However this must promote the economic, social or environmental well-being of the borough, and be in the public interest. Guidance in Circular 06/04 states that this can include housing development (where there is no qualitative or quantitative gain) and cases where other benefits are gained e.g road or rail improvements

- 4.25 The Guidance states that where possible specific power (e.g the Housing Act 1985) should be used rather than the more generic planning power. It is therefore necessary to determine in the case of each CPO whether all the reasons for acquisition fall within the Housing Act or not in which case the planning powers must be used. This judgement can only be made close to the making of the CPO, when all of the factors applicable are known.
- 4.26 Whether the housing or planning powers are used people affected by the CPO have similar rights to object, to be heard at a public inquiry and to receive compensation. However the grounds for acquisition depend on the Act used and consequently the basis for objection will differ between the Acts.
- 4.27 As the required judgement cannot be made at this time, and the general policy of this report is to delegate future decisions of detail to the Corporate Director, it is recommended that the decision as to whether to use the Housing or planning powers for the CPO is similarly delegated.

5. OUTLINE OF REGENERATION PROPOSALS

5.1 Crossways Estate (Swan HA)

- 5.1.1 Crossways Estate is located in the Bromley by Bow and Mile End East Wards of Tower Hamlets, which is in the 20% most deprived wards nationally. The Estate was transferred to Swan HA in March 2005. At the time of transfer it comprised 276 homes in 3 tower blocks (Priestman, Hackworth and Mallard Points) and 22 homes in a low-rise terrace (Holyhead Close); 260 of these homes were for rent, although many were let to non-secure tenants, and 40 were owned by leaseholders.
- 5.1.2 At Crossways, Swan is leading a major, SRB6 regeneration scheme that will provide vastly improved living conditions for the estate's residents and impact significantly on the quality of the surrounding area.
- 5.1.3 Spending more than £120 million, the scheme aims to provide new and improved homes, enhanced access and a better, safer place to live. Work is well underway on the infrastructure and construction of new affordable homes. Work is planned to start soon on the refurbishment programme, commencing with Priestman Point, following the making of an initial CPO for this block under a Cabinet authorisation of February 2005.

- 5.1.4 Grant funding and support from the Council, SRB, the Housing Corporation, the London Housing Board and Swan, together with cross subsidy from new and refurbished homes for sale, is being used to refurbish 276 existing flats in three tower blocks (Priestman Point, Hackworth Point, Mallard Point), and to build new homes of various tenures, following the demolition of mostly redundant garages and 22 homes at Holyhead Close.
- 5.1.5 The scheme will lead to the estate having approximately 712 homes in total, including 360 affordable homes (330 for rent and 30 for shared ownership), and around 352 for sale. It also includes significant infrastructure and environmental improvements. 73 homes built by Swan on an adjacent brownfield site at Campbell Road were used to enhance the Crossways project. A key benefit of the overall scheme is that it is enabling existing tenants with young children and others to move to new low-rise homes. In general terms the scheme will transform the Crossways Estate, leading to a qualitative and quantitative gain in homes and improved amenities.
- 5.1.6 **Purpose of the decant and leaseholder buy-backs on Crossways.**
A rolling programme of rehousing tenants and the buy-back of leasehold properties is being carried out across the estate, linked to the provision of the new and refurbished homes. As at October 2007 there are 38 tenanted homes and 17 leasehold properties remaining within the total of 298 properties.
- 5.1.7 The three towers, Priestman Point, Hackworth Point, and Mallard Point, are being decanted prior to refurbishment.
- 5.1.8 The scale and intrusiveness of the major works required to these blocks is such that it would not be reasonable for tenants or leaseholders to remain in occupation throughout the works.
- 5.1.9 The process will involve considerable noise and inconvenience, including the removal of asbestos within flats, which will restrict access and use of amenities, and generate high levels of dust.
- 5.1.10 The decant and demolition of 1-43 Holyhead Close is necessitated by the new affordable housing development and infrastructure programme.
- 5.1.11 The Crossways scheme has outline planning permission to refurbish Mallard Point, Hackworth Point & Priestman Point & demolish Holyhead Close. This was granted 5 August 2005 with the signing of a Section 106 agreement, following approval at the Council's Development Committee 15 September 2004.
- 5.1.12 Conditional approval has been obtained to commence refurbishment work to Priestman, subject to approval of materials. Other required planning approvals for the later stages of the overall regeneration scheme are being sought.

- 5.1.13 Consultation with leaseholders across the estate has been extensive, both in terms of the general scheme and through ongoing efforts to negotiate terms with individual leaseholders for the purchase of their homes.
- 5.1.14 To date more than 20 leaseholders' homes have been successfully purchased across the estate by Swan through negotiation. The proposal for a CPO to cover Hackworth Point, Mallard Point, and Holyhead Close, is a precautionary measure, to help ensure overall delivery of the scheme. Swan will continue negotiations with approximately 17 remaining leaseholders in these blocks, including those who do not live on the estate.
- 5.1.15 The leasehold interests on Crossways to be included in the proposed CPO are set out in Appendix 1. Delegated authority to initiate and manage CPO processes for the leaseholder dwellings on Crossways was originally agreed by Cabinet in February, 2005, when the stock transfer was also agreed. On the basis of this Cabinet resolution an initial CPO was made for Priestman Point only, under housing grounds, to help expedite the refurbishment of this block.
- 5.1.16 This CPO was challenged by some of the affected leaseholders in Priestman but, following a Public Inquiry in July 2006, the inspector upheld the Council's case in his report and this was accepted by the Secretary of State, who confirmed the CPO on 28th November 2006. Since then several leaseholders have exercised their legal right to test the validity of the CPO in the High Court. A hearing on 20th September 2007 upheld the validity of the Priestman Point CPO and this is now being concluded.
- 5.1.17 Cabinet is asked to consider the updated information on the Crossways regeneration project provided in paras. 5.1.1 – 5.1.16 and agree the making of a CPO, to include the dwellings listed for Crossways in Appendix 1

5.2 Leopold Estate (Poplar HARCA)

- 5.2.1 Leopold (and West Burdett) Estate is located in Mile End East Ward. It was transferred to Poplar HARCA on 1st August 2005. At transfer, the estate comprised 536 homes of which 409 were tenanted and 127 were leasehold.
- 5.2.2 Poplar HARCA proposes to invest over £50 million in the Estate over an 8 year period. Comprehensive regeneration includes full refurbishment to bring all homes up to the Government's Decent Homes Standard. This includes Callingham Close, Tunley Green, Wallwood Street; 1-28 Couzens House, 1-30 Grindley House, 1-46 Perley House, 1-56 Stileman House, 1-57 Whytelaw House, 1-36 Wilcox House, 1-77 Elmslie Point and 22-30 Leopold Street.
- 5.2.3 Works include improvements to the exterior of the blocks and the environment, addressing safety, security and access issues.

5.2.4 Purpose of the decant and leaseholder buy-backs on Leopold.

HARCA's programme also entails the demolition and redevelopment of 166 properties in:-

- Ackroyd Drive (Nos. 1-6, 7-18, 19-42, 43-60 and 61-78), including four freehold houses, and
- Shelmerdine Close (Nos.1-14, 15-46, 47-70, 71-88), to be replaced with a mixture of new homes for rent and for sale.

5.2.5 The redevelopment will contribute to the overall regeneration of the area, providing approximately 149 new homes for rent, 23 for shared ownership, and 308 homes for private sale, providing essential cross-subsidy to help fund the refurbishment of the rest of the estate. Subject to planning approval, which will be sought in November 2007, and the successful outcome of decants and leaseholder buy-backs, it is envisaged that Shelmerdine Close will be demolished in late 2009, (Nos.1– 14 having already been demolished), with Ackroyd Drive following in 2011.

5.2.6 Leaseholders have been consulted by Poplar HARCA about the scheme. Negotiations with six of the individual leaseholders/freeholders are underway. To date some 9 leases have been successfully purchased by Poplar HARCA through negotiation and 8 remain.

5.2.7 The proposal for a CPO, to include leaseholder interests in Ackroyd Drive and Shelmerdine Close, is a precautionary measure to help ensure overall delivery of the scheme. HARCA will continue negotiations with the remaining leaseholders, including those who do not live on the estate.

5.2.8 The leasehold interests on Leopold to be included in the proposed CPO are set out in Appendix 1.

5.3 Bow Bridge Estate (Poplar HARCA)

5.3.1 Bow Bridge Estate is located in Bromley by Bow Ward. It was transferred to Poplar HARCA on 27th November, 2006. At transfer, the estate comprised 297 homes in 9 blocks, of which 245 were tenanted and 52 were owned by leaseholders.

5.3.2 Within 6 years after transfer, Poplar HARCA intends to spend over £20 million on the Estate. A programme of redevelopment and refurbishment will bring the properties up to modern standards and make them more comfortable and safe to live in. Phased refurbishment works are being carried out to 203 homes at Henshall Point, Dorrington Point, Ballinger Point, Insley House, Hardwicke House and 39 Arnold Road. Refurbishment work could commence in Spring 2008.

5.3.3 Purpose of the decant and leaseholder buy-backs on Bow Bridge Estate.

HARCA's full regeneration proposal, subject to planning permission, also entails the phased demolition of 93 homes in Warren House, 1–20 Fairlie Court, 8 to 42 & 92 to 96 Rainhill Way, and 40-49 Stroudley Walk, plus 15 shops located in Stroudley Walk and 5 shops in Bromley High Street.

5.3.4 It is proposed that these blocks would be replaced with a mixture of new social rented and private sector housing, and a new local shopping centre. The scheme will provide approximately 100 new homes for rent and 338 new homes for private sale, subject to the resolution of detailed design and planning issues and further modeling on proposed unit numbers and mix. All income from the sale of private flats will be re-invested in the wider regeneration scheme.

5.3.5 The shopping centre will provide a new community focus. The centre may include a new community health care facility, expanding the existing GP surgery, subject to agreement with the Primary Care Trust.

5.3.6 HARCA's proposals were developed as a result of consultation primarily in response to residents' concerns about safety, security and the reduction of anti-social behaviour, especially around the Fairlie Court, Warren House and Stroudley Walk area. Poplar HARCA's offer document reflected this proposal with the scheme providing an opportunity to:

- provide new, better quality homes for decanted tenants;
- relocate the shops and other community facilities into a better defined commercial area around Bromley High Street, wherein shop owners and market stall holders would benefit from increased trade;
- relocate and provide a new community facility for residents and potentially a new modern health centre;
- bring private homes for sale into the area, providing a more balanced and mixed community;
- create safer and better links between Bow Bridge and neighbouring Crossways Estate, and other facilities within the area;
- create a strong boundary to the estate, enhancing security;
- reduce anti-social behaviour and crime on the estate;
- reduce the costs of certain services provided to the Estate as a whole, through the provision of more flats contributing to service charges;
- utilise ground rents from the new flats for sale to help pay for community services on the estate;

5.3.7 The extensive estate redevelopment scheme is presently being developed to address planning requirements. HARCA advises that planning applications are likely to be submitted from late Autumn 2007, with demolition and redevelopment work scheduled in the following indicative phases, which will be reviewed within the planning process.

- Phase 1 and 2: refurbishment.
- Phase 3: construction of replacement social housing on vacant sites as identified in the formal consultation document.
- Phase 4: decant of Warren House homes and potentially Rainhill Way homes into new (phase 3) homes and construction of new homes on the Warren House site.
- Phase 5: relocation of residents in Stroudley Walk and building of new homes to provide accommodation for Fairlie Court residents.
- Phase 6: redevelopment of Fairlie Court.
- Phase 7: demolition and redevelopment of Rainhill Way properties.

5.3.8 Leaseholders have been consulted generally by Poplar HARCA about the scheme through the stock transfer proposal and ballot process. Some 25 dwelling leases and 20 shop leases will need to be bought out by Poplar HARCA or transferred to new accommodation. Buy-back negotiations with individual dwelling leaseholders are now underway and HARCA reports that 2 completions are due shortly.

5.3.9 Negotiations with 20 shop leaseholders will commence in tandem with the design process, in Autumn/Winter 2007/08, once the planning application is ready for submission to LBTH: shop keepers were consulted on the proposals in the lead-in to the transfer ballot in 2006.

5.3.10 The shops affected are listed in Appendix 1. It is proposed by HARCA that replacement shop units for those demolished will be relocated in the new retail development and that existing shop leaseholders will be relocated to these if they do not wish to be bought out and make their own alternative arrangements.

5.3.11 HARCA's proposals for shop relocation should not result in loss of income as temporary replacement shops will be provided at ground floor level in the new housing blocks at Stroudley Walk, pending construction of new, purpose built, permanent shop units in the new shopping hub at the top of Bromley High Street.

5.3.12 The proposal for a CPO, to include leaseholder interests in the addresses listed in Appendix 1, is a precautionary measure to help ensure overall delivery of the scheme. HARCA will continue negotiations with the remaining dwelling leaseholders, including those who do not live on the estate, and with shop leaseholders, to seek to achieve a complete decant without the full execution of the proposed CPO.

5.4 Holland Estate (EastEnd Homes)

5.4.1 Holland Estate is located in Spitalfields and Banglatown Ward. It was transferred to East End Homes on 13th November 2006. The estate comprises 401 homes in 11 blocks, of which approximately 188 are tenanted and 213 are owned by leaseholders.

5.4.2 East End Homes' estate-wide regeneration scheme at Holland will refurbish 11 blocks to bring tenanted homes up to Decent Homes standards. The programme of works includes upgrading of the internal facilities and also external works, such as lift installation, landscaping and communal areas.

5.4.3 Purpose of the decant and leaseholder buy-backs on Holland Estate.

East End Homes' key proposals also include the demolition and redevelopment of the area located around the base of Denning Point. This was identified as a priority for regeneration through a master-planning exercise conducted by the Holland Estate Steering Group. The Denning Point area suffers considerable anti-social behaviour and is characterised by a lack of investment in the building fabric and communal areas. This has resulted in low levels of security to the blocks and inefficient land use particularly in communal and external areas.

5.4.4 Resident and stakeholder objectives for the estate were prioritised through master planning. In order to achieve these aims a development scheme has been proposed which includes new affordable rented homes to help address local needs and private homes for sale, new shop units, community facilities, landscaped areas and public open space. This has been subject to detailed consultation.

5.4.5 At this stage it is anticipated that there will be at least 70 new affordable rented homes and 200 homes for sale. Capacity studies are currently in progress and initial indications are that these figures could increase. The new homes for sale will generate cross-subsidy which will contribute to the overall business plan by helping to fund the new rented homes and the wider regeneration of the area.

5.4.6 Subject to detailed design and planning issues, and the achievement of the proposed decants, redevelopment work will start in 2009/10. Formal submission of a full planning application is projected for Spring 2008.

- 5.4.7 The demolition and redevelopment area comprises three low rise blocks – Bradbury and Ladbroke Houses and 28 – 42 Old Castle St. comprising 26 homes in total.
- 5.4.8 These 2 storey blocks are built on a podium deck with shop units below. In addition to 12 leaseholders’ dwellings, some 12 shop units are proposed for demolition, and the leasehold interests in these will also need to be purchased, if possible through negotiation, to enable the planned redevelopment. Details of both dwelling and shop leasehold interests requiring buy-out by East End Homes are listed in Appendix 1.
- 5.4.9 The dwelling leaseholders were consulted prior to and since ballot and commercial lessees have been kept informed. Both groups will be fully engaged throughout the design development consultation. The Council’s Offer Document for Holland confirmed that the existing tenants and leaseholders affected by the redevelopment would be offered new homes in the redeveloped blocks.
- 5.4.10 Similarly the Holland Offer Document states that new retail units will be provided in place of the blocks that are demolished, as part of the regeneration programme. Businesses displaced by redevelopment will be relocated, wherever possible, within the new development if this is their choice.
- 5.4.11 Negotiations with both dwelling and shop leaseholders are at an early stage. The proposal for a CPO to include leaseholder interests in the addresses listed in Appendix 1 is a precautionary measure to help ensure overall delivery of the scheme. East End Homes will continue negotiations with dwelling leaseholders, including those who do not live on the estate, and with shop leaseholders, to seek to achieve a complete decant without needing to rely on the full execution of the proposed CPO unless it is absolutely necessary.

5.5 Capstan House, Christchurch Estate (EastEnd Homes)

- 5.5.1 Capstan House is located on the Christchurch Estate, in Blackwall and Cubit Town Ward. It was transferred to East End Homes as part of Island Gardens on 16th January 2006. The block comprises 24 homes, of which 3 are owned by leaseholders. Among the 21 rented properties there are a number of non-secure tenancies (homeless families awaiting permanent housing) and 3 void units. Capstan House is in need of extensive repair.

5.5.2 Most of the Christchurch estate was built in the 1960's and 70's. Capstan House includes 12 bedsits which are considered to be poor and inappropriate accommodation throughout the housing stock in London Borough of Tower Hamlets. The area where Capstan House is located comprises 6 blocks fronting Manchester Road. Most are 3 and 4 storey maisonettes, but there is also one 10 storey block. The blocks are set around landscaped courts of variable quality and openness. The open spaces suffer from anti-social behaviour, which require measures to improve security and supervision. The majority of blocks will be refurbished internally, for tenants, and externally for all residents to the Decent Homes standard.

5.5.3 Purpose of the decant and leaseholder buy-backs at Capstan House.

Following master-planning consultation, East End Homes plans the redevelopment of Capstan House to provide more modern, appropriately sized accommodation, and to address the layout of the area in which the block is situated. At present in the area there are a number of poorly defined open spaces and the boundary of the site is also not clear. The proposed scheme is for 90 flats which would include around 39 affordable homes, in an overall mix of 1, 2, 3 and 4 bed units.

5.5.4 The scheme, incorporating the provision of some homes for sale, has been developed in the context of the wider improvement of Island Gardens. The intention is to consider linking the two blocks currently adjacent to Capstan House, with a new block creating a street frontage and securing open space to address anti-social behaviour. If the scheme is implemented the increased density is primarily achieved by a much more efficient use of the existing land.

5.5.5 East End Homes advises that the approximate timescale for the redevelopment would be 19 months, commencing in 2009, subject to planning approval, which is to be sought in 2008. Detailed design work is presently underway.

5.5.6 Negotiations with the 3 leaseholders in Capstan are at an early stage. The proposal for a CPO, to include leaseholder interests in the addresses within Capstan House, listed in Appendix 1, is a precautionary measure, to help ensure overall delivery of the scheme.

5.5.7 East End Homes will continue negotiations with the leaseholders to seek to achieve a complete decant without the full execution of the proposed CPO unless it is absolutely necessary.

5.6 British Street (East End Homes)

5.6.1 British Street Estate is located in Mile End East Ward. It was transferred to East End Homes on 11th April 2005. At transfer the estate comprised 500 homes in

11 blocks, of which approximately 410 are tenanted and 90 are owned by leaseholders.

5.6.2 The regeneration proposals stem from extensive resident consultation over a four year period. EastendHomes has outline planning approval (granted 31st January 2007) for a scheme which will invest more than £50 million within the area over a five year period. The estate-wide regeneration scheme will:-

- bring all existing homes to 'Decent Homes Plus' standard, and significantly improve the built exterior of the estate;
- enhance the quality and improve the amenity of the landscaping of the estate, making it more secure and safe;
- provide a quality development and enhance the character and appearance of the estate and local area;
- contribute to the diversification of the existing tenure mix, providing new homes for rent and private sale, with cross-subsidy from the latter helping to fund the overall regeneration of the area;
- provide new community facilities and shops.

5.6.3 Purpose of the decant and leaseholder buy-backs at British Street.

The proposed redevelopment scheme requires the demolition of one block, 2-12 Merchant Street, containing 4 rented homes, 6 shops and an adjoining community hall.

5.6.4 [One of the shops is used under license for community use.](#) Vacant possession will be required to allow the works to proceed as planned. A mixture of homes for rent and sale will be provided on this site, along with 5 new, replacement shops. A new community centre, is under construction nearby, which will offer new premises for displaced community groups, .

5.6.5 Planning permission has been granted on the site of the shops for 39 homes for private sale, within a planning approval for a wider area.

5.6.6 Negotiations with shop lessees are ongoing and include provision for relocation in the new units. Of the 6 retail units scheduled for development one is currently let under license for community business provision and will be relocated as part of the community facilities re-provision; 3 three other retail units are currently occupying under license due to expiry of their leases. The replacement retail units will be built and ready for occupation before any need to start work on the existing shops site, ensuring that any temporary re-provision is unnecessary. This ensures one move only and minimises disruption of trade.

5.6.7 The proposal for a CPO, to include the shops listed in Appendix 1, is a precautionary measure, to help ensure overall delivery of the scheme.

5.6.8 No special circumstances which might affect the proportionality test required under the Human Rights test is known in any of the above cases.

6. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

6.1 The Council is empowered by law to make Compulsory Purchase Orders to acquire land and can use this power to assist with a developer (in these cases housing associations). Since this deprives people of their property against their will it is always the last resort and should be preceded by vigorous attempts to buy the land by agreement. The enhanced payments given by law and set out in paragraph 4.5 of this report are payable on voluntary purchase as well as under the CPO.

6.2 Depriving people of their property is a serious step and is not to be taken lightly. In this case the inclusion of specific properties in the proposed Compulsory Purchase Orders and the formal making of the Orders is proposed to be delegated to the Corporate Director of Development and Renewal. The properties involved and the circumstances in which the CPOs will be made (if needed) have been set out for members. This is a specific type of order to meet a particular but common circumstance. The Council's Constitution provides for this broad delegation of decision making in circumstances which include the present proposals. If members wish to exercise a more personal involvement in the process of authorising the making of the Compulsory Purchase Orders they should consider whether to approve this delegation or require the Orders to be individually authorised by Cabinet.

6.3 Whenever a Compulsory Purchase Order is made it is necessary to carry out a "balancing exercise" to judge whether it is in the public interest to make a CPO in view of the harm done to the interests of the individual. Against this should be placed the benefit of improved housing and amenities for all in the blocks involved and the benefit to the well-being of the community gained by the scheme. The impact of this harm is lessened by the existence of rights of objection and a statutory compensation regime which includes the payments set out in paragraph 4.5 above the market price to compensate for the involuntary nature of the process. This test is needed to be looked at now in general terms and, will be repeated by the Corporate Director in each case when the order is made, and will thereafter be subject to scrutiny by the inspector if there is a public inquiry. In the similar Priestman Point CPO, the inspector found that on the public interest test the Council's case was "compelling", but each case requires its own scrutiny.

6.4 A compulsory purchase order of a dwelling interferes with the Human Rights of the property owner under Article 8 of the European Convention (right to a home) (if he lives there), and also breaches the right to property under Article 1

of the First Protocol to the Convention. It is necessary to judge if these breaches are justifiable.

- 6.5 The Human Rights Act and the Convention makes clear that such breaches can be justified if the gain for the public interest is sufficient; the public gain must be proportionate to, or exceed, the individual loss. European case law establishes that the English system of proper regard to objection and fair compensation is proportionate and lawful, provided there is a good case for the CPO in the public interest. In general if the public interest case is well-founded the human rights test will be met in English cases. Exceptional circumstances may need individual consideration. However at present none are known.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report seeks approval to establish the mechanism for compulsory purchase order proceedings to be implemented, should the leasehold interest buyback programme not succeed in acquiring all the appropriate properties. Arranging for these back-up procedures to be put in place now will reduce any subsequent delays in the regeneration programme that will arise if agreements cannot be reached with individual leaseholders.
- 7.2 There are no direct financial implications for the Authority of this process. The costs of the purchases and associated compensation packages are borne by the Council's Registered Social Landlord partners. In addition, the cost of all officer time involved in the CPO process will also be recharged to the RSLs.

8. EQUAL OPPORTUNITIES AND ANTI-POVERTY IMPLICATIONS

- 8.1 The social landlord partners whose regeneration schemes require the supportive Council measures proposed have adopted Equal Opportunities Policies and will implement procedures that reflect the needs and experiences of the communities they serve.
- 8.2 The improvements to the various estates through regeneration activity, which are outlined in this report, will provide a better quality of life for residents. The proposed CPO processes are intended to support and where necessary help enable major regeneration activity in these areas, which will direct resources to secure improved housing conditions. Producing better housing is integral to the core aims of these social landlord partners, along with more say for residents in the management of their homes and measures to promote community development and economic regeneration.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 The backlog of investment required to the Council's Housing Stock and lack of resources means that much of the Housing stock suffers from poor thermal efficiency resulting in higher than necessary fuel usage. Only if sufficient resources are identified will it be possible to introduce improvements. The regeneration activity outlined in this report will help to implement this.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 The key risks arising from this report are: -

Risk	Mitigating Actions
<p>Failure by RSL to secure vacant possession of the leasehold interests listed in Appendix 1</p> <p>Lengthy and costly delays to works programmes, which could also jeopardise wider regeneration proposals, for example if they depend on works to the affected sites for cross-subsidy, or replacement homes, to allow further decants within a rolling programme.</p>	<ul style="list-style-type: none">• Delegated authority sought to make CPO where required, to operate in tandem with negotiated procedures.• Regular liaison with social landlord partner to anticipate difficulties within their buy-back programmes and address these through the measures proposed in this report.
<p>Failure to deliver the promises made to residents</p>	<ul style="list-style-type: none">• Covenants put in place at transfer.• Partnership agreement in place.• Monitoring and reporting arrangements put in place.

APPENDICES

This report has the following appendices:

Appendix 1: Schedule of leasehold interests to be repurchased.

Appendix 2: Map of borough, showing estates for which a CPO is proposed.

Appendix 3: Crossways Estate – map showing location of dwellings for which a CPO is proposed.

Appendix 4: Leopold Estate – map showing location of dwellings for which a CPO is proposed.

Appendix 5: Bow Bridge Estate – map showing location of dwellings and shops for which a CPO is proposed.

Appendix 6: Holland Estate – map showing location of dwellings and shops for which a CPO is proposed.

Appendix 7: Christchurch Estate – map showing location of dwellings for which a CPO is proposed.

Appendix 8: British Street Estate – map showing location of shops for which a CPO is proposed.

Agenda Item 8.1

Committee(s)	Date:	Classification:	Report No:	Agenda Item No:
Overview and Scrutiny	4th December 2007	Unclassified		
Report of: Assistant Chief Executive Director of Resources		Title: The Council's Strategic Plan and Corporate Revenue Budget Monitoring report 2007-08 Performance to 30th September 2007		
Originating Officer(s) Lucy Sutton, Performance Manager Martin McGrath Financial Planning and Systems Manager				

1. Summary

- 1.1. Combining performance and financial reporting has been highlighted by the Audit Commission as a means of strengthening our robust performance management. This report draws together the performance monitoring reports on the Strategic Plan, Tower Hamlets Index and Corporate Revenue Budget to achieve this.

2. Recommendations

- 2.1. Overview and Scrutiny is asked to:-
- 1 Review and note the performance monitoring reports on the Strategic Plan, Tower Hamlets Index and Corporate Revenue Budget.

**LOCAL GOVERNMENT ACT, 1972 SECTION 100D (AS AMENDED)
LIST OF "BACKGROUND PAPERS" USED IN PREPARATION OF THIS REPORT**

Brief description of "background paper	Name and telephone number of holder and address where open to inspection		
The Council's Strategic Plan for 2007 – 2011 Year 2 Implementation Plan Tower Hamlets Index Monitoring Reports	Performance Manager	Lucy Sutton	x3186
Files held by Directorates and by Corporate Finance (4th Floor, Mulberry Place)	Corporate Finance	Martin McGrath	x 4645

3. Strategic Plan 2007/08

- 3.1. The Council's performance framework requires Corporate Management Team and members to consider our progress against Strategic Plan Activities every 6 months. This report is a monitoring update on the first 6 months of the plan. This report consists of a summary of the number and proportion of milestones achieving red, amber or green traffic lights and analysis of the milestones, in particular the reasons for unsuccessful implementation. Appendix 1 details the progress of all activities and milestones that are due for completion by September 2007.
- 3.2. Performance
- 3.3. The Council's Strategic Plan sets out our 14 strategic priorities and targets for the four-year period 2006 - 2010. It is updated each year to include an implementation plan for the year in question, incorporating objectives and targets for the year, the activities to be carried out to achieve those objectives, and milestones by which progress is monitored.
- 3.4. Currently there are 356 activities, and 746 milestones in the Strategic Plan. Of the total activities and milestones included within the plan, 94 activities and 347 milestones were due for completion between April and September 2007. If an activity contains one or more milestones due for completion before September 2007, it has been included within this report. Consequently, Appendix 1 contains a total of 212 activities and 510 milestones.
- 3.5. Table 1 shows the number of activities and milestones due to be completed during April – September 2007. Table 2 provides a similar breakdown by directorate.

Table 1: All progress milestones 2007/08 by Theme:

	Total		Due April – September 2007	
	Activities	Milestones	Activities	Milestones
Living Safely	65	164	9	60
Living Well	61	123	26	71
Creating & Sharing Prosperity	40	80	8	37
Learning Achievement & Leisure	55	131	12	59
Excellent Public Services	135	248	39	117
Total	356	746	94	347
%	100%	100%	26%	47%

Table 2: Total Activities and Milestones by Directorate

	Total		Due April – September 2007	
	Activities	Milestones	Activities	Milestones
Adults Health & Well Being	18	35	4	16
Chief Executives & Resources	99	174	33	90
Children's Services	81	182	27	93
Communities & Localities	105	247	14	92
Development & Renewal	47	95	12	41
Housing	6	13	4	15
Total	356	746	94	347
%	100%	100%	26%	47%

- 3.6. Strategic Plan performance is measured against the progress milestones for each key activity. Depending on progress against milestones, the activity is allocated one of three performance levels:

RED = Activity Overdue; deadline has expired

AMBER = Activity not yet achieved; deadline not yet reached

GREEN = Activity Completed; outcomes achieved.

- 3.7. Tables 3 and 4 provide a progress update by Community Plan Theme and directorate respectively for activities and milestones due by 30 September 2007. The percentage figure for green and red activities is as a percentage of all activities and milestones due for completion between April and September 2007.

Table 3: Activities and Milestone Progress by Theme

	Due April – Sept 07		Total Green		Total Red		Total Amber	
	A	M	A	M	A	M	A	M
Living Safely	9	60	7 (78%)	47 (78%)	2 (22%)	13(22%)	28	38
Living Well	26	71	22 (85%)	54 (76%)	4 (15%)	17 (23%)	17	23
Creating & Sharing Prosperity	8	37	5 (63%)	32 (86%)	3 (38%)	5 (14%)	18	26
Learning Achievement & Leisure	12	59	10 (83%)	55 (93%)	2 (17%)	4 (7%)	17	26
Excellent Public Services	39	117	16 (41%)	71 (61%)	23 (59%)	49 (42%)	39	50
Total	94	347	60 (64%)	259 (75%)	34(36%)	88 (25%)	119	163

A = Activities M = Milestones

Table 4: Total Activities and Milestones by Directorate

	Due April – Sept 07		Total Green		Total Red		Total Amber	
	A	M	A	M	A	M	A	M
Adults Health & Well Being	4	16	1 (25%)	9 (56%)	3 (75%)	7 (44%)	7	9
Chief Executives & Resources	33	90	14 (42%)	48 (53%)	19 (58%)	42 (47%)	27	33
Children's Services	27	93	23 (85%)	83 (89%)	4 (15%)	10 (11%)	17	36
Communities & Localities	14	92	11 (79%)	76 (83%)	3 (21%)	16 (17%)	48	57
Development & Renewal	12	41	7(58%)	30 (73%)	5 (42%)	11(27%)	3	3
Housing	4	15	4 (100%)	13 (87%)	0 (0%)	2 (13%)	17	25
Total	94	347	60 (64%)	259 (75%)	34 (36%)	88 (25%)	119	163

- 3.8. Tables 3 and 4 also show the number of Amber Activities and Milestones. These are scheduled for completion after the 30 September but are included because one or more of the milestones within the Activity are at RED (ie should have been completed by 30 September).

- 3.9. It is worth noting that three activities and their associated milestones have been completed ahead of schedule. These are:
- 01.01.03c Increase the provision of Positive Activities for Young People (PAYP);

- 02.01.02b Reduce the number of empty properties through the Private Sector Renewal and Empty Property Framework. Use grants to increase the number of non-decent vacant homes brought back into use as affordable rented homes; and;
- 03.01.01c Complete preferred options consultation on the central Area Action Plan

3.10. Overdue Activities

3.11. Of the 34 Activities that are currently overdue, 19 are in Chief Executives and Resources, 3 in Communities and Localities, 5 in Development & Renewal, 4 in Children’s Services and 3 in Adults Health and Well Being.

3.12. The table below summarises the reasons given for failing to achieve Activities by the due date.

Reason	Number of red caused by reason
Partnership hold up	3
Technical / Capital issues delaying milestone	6
Revised date, influenced by wider activity	11
Govt influence changing scope of review	3
Recruitment / staff resources	5
Change in scope or activity	5

3.13. Managers’ comments suggest that the majority of overdue activities are expected to achieve their expected outcomes either by the end of December or 07/08 financial year end.

4. Performance indicators

4.1. The Tower Hamlets Index consists of key Strategic Plan indicators through which we measure progress towards the Council’s 12 Strategic Objectives.

4.2. There are still 6 months to the end of the year and comments will reflect steps taken to ensure targets are met. Data for seven indicators is not available: SP210 – Bed and Breakfast because of the introduction of a new IT system and the LAP Engagement indicators as the data is being analysed by UEL. Both should be available for the next reporting cycle.

4.3. Of the 46 THI indicators, 15 of the performance indicators (32.6%) are on track to achieve their end of year target (GREEN). Areas where performance is well above the estimated level for the end of September target are as follows

- SP104 - Increased number of under 18s accessing drugs treatment
- SP203 – Percentage of urgent repairs completed in government time
- SP218 - Average time for processing new housing benefit and council tax benefit claims
- SP304 – Number of business/social enterprises assisted to improve their performance
- SP411 - Total number of under 19s completing a course in Idea Stores, libraries and learning centres

4.4. 16 (34.8%) indicators are at AMBER, with actions in place to ensure that they get back on track to meet the end of year target.

- 4.5. 9 (19.6%) indicators are at RED and based on the Manager's comments, they may not meet their year-end targets. These are:
- SP101 - Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population
 - SP108 - The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.
 - SP111 – Recycling
 - SP301 – Major planning applications
 - SP308 – Unemployed young people
 - SP309 – Local residents claiming unemployment benefit
 - SP404a – Overall attendance rates – primary
 - SP408 – Number of under 16s who are active users of the Idea Stores and libraries
 - SP412 – Number of physical visits to libraries
- 4.6. Analysis shows however that, of these 9 indicators, our performance on 4 shows either top quartile performance and / or improving performance. Our performance on the remaining 5 needs further consideration, as the missed target is combined with lower quartile performance and/ or performance deteriorating or not improving (when compared to 2006/07 year-end data). These indicators are:
- SP101 – Wounding: number of violent crimes (common assault plus ABH/GHB) per 1,000 population
 - SP108 – The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.
 - SP301 – Percentage of major planning applications determined within 13 weeks
 - SP308 – Percentage of young people in TH aged 18-25 claiming unemployment related benefits
 - SP408 – Number of under 16s who are active users of the Idea Stores and libraries
- 4.7. Compared to the last round of monitoring (Jun / Jul 07), the proportion of RED/AMBER indicators has increased slightly from 52.4% to 54.4% (from 22 to 25).

5. Corporate Revenue Budget Monitoring 2007/2008 to 30th September 2007

5.1. Background

5.2. This is the second corporate revenue budget monitoring report on the Council's financial position for 2007/2008. It is based on expenditure and service activity until the end of September 2007 and has been obtained from monitoring statements provided by Corporate Directors.

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

5.4. Explanation of Variances

- Explanations for the most significant variances (greater than £100,000) in both expenditure and income.
- Details of actions to deal with any variances including whether the actions are on target and, if not, what alternative/additional courses of action have been put in place.
- Any implications for the 2008/2009 and future years' budgets.

5.5. Risk areas

- Explicit monitoring information on the key risk areas identified in the final budget report 2007/2008 which was submitted to Cabinet in March 2007.
- Details of any additional risk factors which have emerged since February.

5.6. Virements

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

5.7. Projected Outturn Position

5.8. The table below shows the projected outturn position against the latest budget for each directorate. The latest budget includes the original budget plus target adjustments agreed by Cabinet on 5th September 2007.

Directorate/Service	Budget approved by Cabinet on 05/09/07	Agreed Support Cost Adjustment	Latest Budget	Projected Annual Net Variance
	£000	£000	£000	£000
Adults' Health & Wellbeing	80,147	189	80,336	148
Children's Services	76,271	-	76,271	-
Development & Renewal	7,241	-	7,241	-
Development & Renewal Housing General Fund	4,094	(189)	3,905	330
Environment & Culture	66,506		66,506	520
Chief Executive	23,292		23,292	-
Corporate / Capital	20,470	-	20,470	(1,290)
TOTAL	278,021		278,021	(292)

5.9. Movement on Projected Outturn

5.10. The last quarterly monitoring report, as at 30th June 2007, reported an anticipated underspend of £163,000. The latest figure is therefore an increased underspend of £292,000 and this is due primarily to the following reasons the details of which are discussed below in paragraph 5.12 to 5.17.

- Efficiencies achieved in re-contracting a range of care services resulting in a saving of £222,000 Adults Health & Wellbeing.
- Reduction in services commissioned from external providers for new Home Care clients has enabled Adults Health & Wellbeing to reduce their projected outturn by £200,000.
- Close monitoring of all commissioned fostering placements now costing more than £3,000 per placement has led to a reduction in projected over spend of £167,000 within Children's Services.

- Additional investment income of £260,000 within Capital Financing due largely to increased interest rates over the last quarter.

Detailed analysis of significant variances is contained within section 5.12 to 5.17 and Appendix 4A-4G.

5.11. The table below summarises budget variations across directorates.

SUMMARY	FULL YEAR PROJECTION				Traffic Lights		
	Latest Budget	Variance as at 30/6/07	Variance as at 30/9/07	Variance as at 30/09/07 as a % of budget	Status	Movement on Projected Variance	DOT
	£000	£000	£000	%		£000	
Adults Health & Wellbeing	80,336	150	148	0.2%	Amber	(2)	↑
Children's Services	76,271	447	-	0.0%	Amber	(447)	↑↑
Development & Renewal	7,241	-	-	0.0%	Green	-	→
Environment & Culture	66,506	270	520	0.8%	Red	250	↓↓
Housing General Fund	3,905	-	330	8.5%	Red	330	↓↓
Chief Executive's Corporate / Capital Financing	23,292	-	-	0.0%	Green	-	→
	20,470	(1,030)	(1,290)	-6.3%	Green	(260)	↑↑
Expenditure/(Income)	278,021	(163)	(292)	-0.1%	Green	(129)	↑

5.12. Key to "Traffic Light System"

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

Red - Potentially detrimental to the finances of the Council

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

Green - Potentially advantageous to the finances of the Council.

5.13. Variance Analysis

The following are the key service areas where Directorates have identified potential year-end variances of over £100,000 and also risk areas where there are recurrent cost pressures:-

5.14. Adults' Health & Wellbeing

Learning Disabilities overspend - £687,000 (Net)

There has been a significant increase in the number of residential placements required during the year. In addition to planned placements there have been unplanned placements largely accounting for the projected overspend.

Robust measures are in place to seek to manage this overspend. All placements are being reviewed against the national framework for NHS continuing care and where appropriate NHS contributions are secured towards the cost of meeting the most complex needs.

All new care packages are now subject to approval by a management panel and particular attention is being given to the rigorous application of the Council's eligibility

criteria. Services are provided at a level to avoid substantial or critical risk to an individual's ability to live independently.

Elders Commissioning underspend – (£222,000) (Net)

Substantial efficiencies have been achieved in re-contracting for a range of care services combined with new criteria for assessment for continuing care funding is expected to increase income from the NHS.

Mental Health Commissioning – overspend - £140,000 (Net)

There are continuing cost pressures in residential care. Negotiation of financial arrangements with NHS partners may alleviate some of these cost pressures. However this remains a high risk area.

Homelessness & Housing Advice Services underspend – (£252,000) (Net)

Higher than anticipated people in temporary accommodation and efficiency savings in staffing costs has led to a surplus within this area.

5.15. Children's Services

Fieldwork projected overspend - £200,000 (Net)

Increase in agency staffing levels to meet growing demand while maintaining a safe service has led to this anticipated overspend.

The directorate is currently recruiting permanent staff which will reduce the projected overspend in relation to agency staff this is combined with close monitoring, tracking and review of this budget overspend.

Information and Support Services underspend – (£107,000)

Restructuring of services has led to an anticipated salary saving.

Children's Services HR overspend - £146,000

Agency staff covering vacant posts for CRB checks.

5.16. Environment & Culture

Waste & Cleansing Services overspend - £270,000 (Net)

Unavoidable costs associated with the termination of the Tower Hamlets Community Recycling Consortium contract which is still to be finalised.

Administration Buildings overspend - £250,000 (Net)

Transitional issues associated with accommodation strategy, relating to delays in disposal of buildings and in finalising restructuring have led to the projection of an overspend in this area. There is an ongoing review of the accommodation budget for compensatory savings to reduce the projected overspend.

5.17. Housing General Fund

Housing Benefits – overspend of £323,000

An additional provision has been included in anticipation of matters arising from the 06/07 audit of the housing benefit claim. This is a risk area until the claim has been fully audited.

5.18. Corporate and Capital Finance

The Corporate Capital Financing and Investment budget is projected to underspend by £1,290,000 due to a combination of higher investment income and reduced borrowing costs.

5.19. Risk Areas

5.20. There are identified recurrent cost pressures associated with the accommodation strategy, Idea Stores and planning fee income that Directorates continue to monitor closely and manage within budget.

5.21. Where Directorates are projecting significant overspends Financial Regulations require the Corporate Director to take measures to eliminate or reduce the overspend against the budget they control.

5.22. Restructuring and Formation of New Directorates

5.23. The Council restructuring is proceeding and is being implemented in phases to coincide with key appointments at senior level. It is essential that budgets reflect this new structure to concur with these appointments and those budgets are in place when the new directors take office between December 2007 and January 2008.

5.24. These budget movements agreed by directors and implemented require Cabinet ratification. A summary of budget disaggregation is set out at Appendix 5 which reflects the movement of services to the new directorates:-

- Communities Localities and Culture.
- Resources.
- Chief Executives.

5.25. Budget Adjustment

5.26. Budget adjustments are transfers between services/directorates and are subject to approval by Cabinet. The following adjustments require Cabinet approval for these transfers.

Adult's Health & Wellbeing £189,000

Adjustment to support costs agreed between directorates in order to reflect the new structure for Homelessness, Housing Advice and Supporting People.

5.27. Virements

5.28. Virements are transfers of budget that result in no overall change to the budget of the Council. Unlike budget transfers and budget movements to reflect agreed restructuring, as set out above, virements involve the use of budgets established for one purpose to another purpose. Financial Regulations require virements over £250,000 to be approved by the Cabinet. Virements over £100,000 but less than £250,000 are required to be reported for information and are agreed by the Corporate Directors.

Adults' Health & Wellbeing

Virements to the Supporting People budget to reflect the requirement for income and expenditure within that area.

£1,002,000

Children's Services

Transfer of budget within Youth and Community Learning to reflect new service delivery.

£937,000

Communities, Localities and Culture

Re-aligning funding in line with 2007/2008 grant.

£314,000.

Further details are provided in Appendix 6.

5.29. Savings / Efficiency Targets

5.30. Efficiency targets are underway or planned to deliver total savings of £4.602m and productivity improvements of £6.247m making a total of £10.849m as part of the Council's Budget Strategy for 2007/2008.

5.31. The mid-year look suggests that actual savings of £10.679m will be achieved against the £10.849m target giving the Council a shortfall of £170,000 for the full year. This shortfall lies primarily within Parking Control and is due to a delay in reorganisation of structures and procedures.

5.32. A detailed breakdown of efficiency savings is attached at Appendix 7.

5.33. Income Collection Performance 2007/08 Targets

5.34. The table below shows debt collection performance for the major types of debt for the year to 30th September 2007. The figures relate to debt raised since the 1st April 2007: in addition, a proportion of debt is collected as arrears, so a greater proportion of overall debt is collected than these targets suggest. The direction of travel arrows indicate that for most types of debt, performance is below target to date.

Income Stream	2007-2008 Target %	Target As at 30/09/07 %	Collected As at 30/09/07 %	Direction of Travel
Business Rates	99.50	60.00	60.95	↑
Central Income	85.00	78.00	73.18	↓
Council Tax	96.25	55.50	54.06	↓
Housing Rent	97.62	97.40	97.10	↓
HB Overpayments in year collection	64.2	64.2	63.84	↓

5.35. The target for Council Tax collection in 2007/08 is extremely challenging as it aims to achieve upper quartile performance in an area of significant deprivation and high

levels of transience. Our present levels of collection are generally acknowledged as high when compared to similar authorities.

- 5.36. Additional bulk enforcement actions are being taken in an attempt to recover the position. Some additional resources are being used to target some of the minor backlogs to ensure all account changes and applications for relief are entirely up to date.
- 5.37. The central income collection performance is behind target due to some significant arrears having accrued with internal "debtors". These are due to be cleared within the next few weeks that will rectify the position and return performance to target.

6. Equalities Implications

- 6.1. The Council's Strategic Plan is focused upon meeting the needs of the diverse communities living in Tower Hamlets. The Key Themes reflect diversity issues and there are key equality milestones in relation to delivering Excellent Public Services. There are two Overdue Strategic Activities with equalities implications; these relate to:
- The collation and dissemination of good practice around race and hate crime;
 - The delivery of improvements in services for people with sensory impairments.
- 6.2. It is expected that these activities will be completed by the end of 2007. Members and officers are recommended to be vigilant that failure to meet milestones may result in inequality to some service users or community groups.

7. Comments of the Chief Finance Officer

- 7.1. Under the Local Government Act 1972, the Authority's Section 151 Officer is required to ensure there are sound systems of financial administration, financial management and planning for the Authority as a whole. Further, the Local Government Act 2003 also requires the Section 151 Officer to periodically review the robustness of the annual budget estimates and the adequacy of reserves, and recommend action where necessary.
- 7.2. This report projects a net General Fund underspend for 2007/2008 of £0.292m based on spending to the end of September 2007. If this is carried through to the end of the financial year, this will result in an increase in general reserves of the same amount.
- 7.3. The projected outturn is based on the experience of the first six months of the financial year. Where overspends are being predicted Corporate Directors, in accordance with Financial Regulations, must keep the position under close, continuous review and, where necessary, identify compensatory savings. Consequently, the Section 151 Officer will be monitoring closely those Directorates that have so far projected adverse end of year variances that are material.
- 7.4. The 2007/2008 budget process also included an assessment of the robustness of expenditure and income forecasts including identification of the key risk areas. This report continues the development of that process by explicitly commenting on the current status of those risk areas within Appendix 4A-4G.

8. Concurrent Report of the Assistant Chief Executive (Legal Services)

- 8.1. The Local Government Act 1999, section 3, requires all authorities to 'make arrangements to secure continuous improvement in the way in which its functions are

exercised, having regard to a combination of economy, efficiency and effectiveness'. Performance monitoring of corporate plans is an important way in which that obligation can be fulfilled and regular monitoring reports to members on performance and actions arising from those reports will demonstrate that the Council has undertaken activity to satisfy the statutory duty.

- 8.2. Under the Local Government Act 1972, the budget monitoring framework underpins the Council's section 151 legal framework to ensure there are sound and robust systems of financial administration, financial management and strategic financial planning advice for the Authority as a whole. In addition, it enables the Council to plan and control its income and expenditure through the financial year and report to managers and members the Authority's financial position.
- 8.3. Further, the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the budget estimates and the adequacy of proposed financial reserves to which the Council shall have regard when making its financial determinations. Where there has been deterioration in the Authority's financial position, the Authority is required to take action to address the situation.

9. Sustainable Action for a Greener Environment

- 9.1. An element of the monitoring report deals with environmental milestones within the Living Safely agenda.

10. Anti Poverty Comments

- 10.1. Reducing poverty is an implicit priority within the Strategic Plan.

11. Risk Management Implications

- 11.1. In line with the Council's risk management strategy, the information contained within the Strategic Plan Monitoring report will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Where any difficulties or slippage have been identified, the process creates an opportunity for Members and Corporate Directors to discuss remedial action and keep progress under regular review.
- 11.2. There is a risk to the integrity of the Authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.
- 11.3. The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

Appendices

- 1 Strategic Plan Progress Report to 30 September 2007
- 2 Tower Hamlets Index Progress Report to 30 September 2007
- 3 Tower Hamlets Index charts showing in-year direction of travel
- 4a-g Details of outturn and explanation of significant variances / risks for each Directorate
- 5 Budget/Target Adjustment
- 6 Request for approval of virements over £250,000
- 7 Efficiency Savings Targets 2007/2008

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Living Safely

01.01.01 To reduce crime and the fear of crime				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.01a Implement a comprehensive action plan, through Crimes Against Property Action Group (CAPAG) to reduce acquisitive crime	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Quarterly meetings of Crimes Against Property Action Group	Andy Bamber	31/03/08	A On Target	
2. Robust action plan implemented from April 2007 with regular progress reports to Living Safely CPAG	Andy Bamber	30/04/07	G Completed	
3. Support the delivery of all Partnership activities contained within the plan by March 2008	Andy Bamber	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.01b Target hardening vulnerable properties and businesses	Sara Williams	29/02/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Innovative programme of activities to be developed and agreed by the Partnership by July 2007	Andy Bamber	31/07/07	G Completed	
2. 6 month evaluation of 1st year's activities by August 2007	Andy Bamber	31/08/07	R Overdue	The evaluation will now take place at the end of October on the advice of the crime analyst as work has only recently been completed.
3. All works completed by February 2008	Andy Bamber	29/02/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.01c Target the most prolific offenders for multi-agency action	Sara Williams	31/03/08	A 66%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Continue to strengthen partnerships with Rehabilitate and Resettle strand, including having effective engagement from the PCT, Job Centre Plus and Children's Services by August 2007	Andy Bamber	31/08/07	R Overdue	There is representation from Children's Services and Job Centre Plus, discussion is continuing with the PCT about the best means of representation.
2. Implement the Prevent and Deter strand action plan and work with 30 young people by the end of 2007/08	Andy Bamber	31/03/08	A On target	
3. Ensure targets around reducing re offending amongst priority and prolific offenders are met by March 2008	Andy Bamber	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.01e Improve street lighting levels in areas with high levels of fear of crime	Sara Williams	28/02/08	A 0%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Identify target sites by 31 July 2007	Andy Bamber	31/07/07	R Overdue	There has been a delay in the identification of target sites, it is however expected that the activity will achieve by year end.
2. Review lighting levels by 30 September 2007	Andy Bamber	30/09/07	R Overdue	Milestone delayed due to delay in the identification of target sites.
3. Approval of proposals for improvement by 30 October 2007	Andy Bamber	30/10/07	A On target	
4. Implementation by 28 February 2008	Andy Bamber	28/02/08	A On target	

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Living Safely

01.01.02 To reduce violent crime, with a focus on youth and domestic violence				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.02a Implement an action plan, through the Violent Crime Action Group, to reduce violent crime, including GBH, ABH and common assault	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Quarterly meetings of Violent Crime Action Group	Andy Bamber	31/03/08	A On target	
2. Effective action plan implemented from April 2007, with regular progress reports to Living Safely CPAG	Andy Bamber	30/04/07	G Completed	
3. Work closely with licensing to support an effective response to alcohol related violent crime by March 2008	Andy Bamber	31/03/08	A On target	
4. Reduce youth on youth violence in partnership with the Police, Children's Service and others through delivery of interventions including Safer Schools and Healthy Choices, Safe Choices by March 2008	Andy Bamber	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.02e Work in partnership to ensure that children and families affected by domestic violence are offered appropriate support and protection	Sara Williams	31/03/08	A 70%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Identify appropriate lead officers for children and domestic violence in all key agencies by April 2007	Andy Bamber	30/04/07	G Completed	
2. Establish a joint subgroup of the Local Safeguarding Children Board and Violent Crime Action Group (VCAG) to develop and implement the revised protocol by December 2007	Andy Bamber	31/12/07	G Completed	
3. Agree a clear monitoring framework to monitor the effectiveness of the revised protocol by March 2008	Andy Bamber	31/03/08	A On target	
4. Commission and deliver specialist training for 32 key professionals working with DV perpetrators, by December 2007	Andy Bamber	31/12/07	A On target	
01.01.03 To extend engagement in constructive and law abiding activities				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.03c Increase the provision of Positive Activities for Young People (PAYP)	Kevan Collins	31/12/08	G 100%	By the end of September 2007 we had supported 127 groups of young people. By the end of January this is likely to have exceeded 150 groups in total.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. PAYP to engage 650 young people by September 2007 and 900 by December 2008	Mary Durkin	31/12/08	G Completed	
01.01.04 To reduce the level of anti-social behaviour and the impact which ASB has on the quality of life of our communities				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.04a Implement a comprehensive action plan, through the ASB Action Group, to reduce ASB	Sara Williams	31/03/08	A %	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Quarterly meetings of Antisocial Behaviour Action Group	Andy Bamber	31/03/08	A On target	
2. Action plan implemented from April 2007, with regular progress reports to Living Safely CPAG	Andy Bamber	30/04/07	G Completed	

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Living Safely

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.04b Provide a joined- up local approach to preventing ASB through the rollout of multi-agency Better Tower Hamlets Teams	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. LAP 1 and 2 Better Tower Hamlets Team move into the Toby Club by September 2007	Andy Bamber	30/09/07	G Completed	
2. LAP 7 and 8 and LAP 3 and 4 Better Tower Hamlets Teams co-located and operational by September 2007	Andy Bamber	30/09/07	R Overdue	LAP 7&8 - Co-location to Anchorage House has been delayed due to IT problems. IT will set up public access computers at Anchorage house at the beginning of Nov. Revised co-locating date – early Nov. (Interim period) A date has been identified in mid Dec for the LAP 7&8 BTHT to Co-locate to the Isle of Dogs Police Station. There has been a slight delay due to Property services of the Metropolitan Police needing to agree the refurbishment work at the Police Station. Lap 3&4 – Co-location date has been delayed due to refurbishment not starting at the new site. New timescales are yet to be agreed.
3. Better Tower Hamlets Teams evaluation complete by March 2008	Andy Bamber	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.04h Use CCTV and Professional Witness to effectively monitor adherence to Acceptable Behaviour Contracts (ABCs) and Anti Social Behaviour Orders (ASBOs) and enforce all breaches	Sara Williams	31/03/08	A %	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. CCTV Control Room and Professional Witness Service staff aware of and monitoring all ABCs and ASBOs by April 2007	Andy Bamber	30/04/07	R Overdue	A process has been agreed with the Police partners to feed all photographs of perpetrators on ASBO's with the conditions of their ASBO to CCTV control room and PWS staff to actively monitor breaches. Any perpetrators identified in breaching the conditions of their ASBO the information is forwarded to Crime partnership unit, local SNT and Community safety operations team. The milestone has been reached and a system is in place.
2. All ASBO and ABC breaches reported to Investigation Officer with one working days and followed up through Partnership enforcement action- March 2008	Andy Bamber	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.04j Develop the use of CCTV to prevent crime and bring offenders to justice	Sara Williams	31/05/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Finalise and begin implementation of Partnership CCTV Strategy and associated action plan, covering strategic objectives and process for allocation by May 2007	Andy Bamber	31/05/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.04m Undertake a review of the licensing policy	Alex Cosgrave	31/12/07	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete consultation by June 2007	Colin Perrins	30/06/07	G Completed	
2. Draft Policy to Cabinet by October 2007	Colin Perrins	31/10/07	A On target	
3. Full Council approval by December 2007	Colin Perrins	31/12/07	A On target	

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Living Safely

01.01.05 To reduce substance misuse and related crime through effective treatment, prevention, enforcement and community engagement				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.05a Continue to promote treatment uptake and increase retention	Sara Williams	31/03/08	A 65%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Revised directory of treatment services to be published by June 2007	Andy Bamber	30/06/07	R Overdue	Directory of services to be published and distributed in November 2007 alongside guide to services developed for residents.
2. Coordinated promotion of available service including newsletter, website refresh and media campaign to be delivered by June 2007	Andy Bamber	30/06/07	G Completed	
3. Continue to monitor retention rates and treatment outcomes for the Bangladeshi population- ongoing quarterly monitoring to DAT	Andy Bamber	31/03/08	G Completed	
4. Commission local needs assessment to inform future commissioning decisions by May 2007	Andy Bamber	31/05/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.05b Continue to develop drug treatment provision to meet local needs	Sara Williams	31/08/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. All service level agreements to involve service users in their development- May 2007	Andy Bamber	31/05/07	G Completed	
2. Service users to be represented at all levels of the DAT commissioning structure- May 2007	Andy Bamber	31/05/07	G Completed	
3. DAT to provide personal development, training and mentoring of service users to enable them to participate effectively in the commissioning process by August 2007	Andy Bamber	31/08/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.05d Deliver effective prevention and early intervention through training and development and a focus on treatment for young people	Sara Williams	31/07/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Social Marketing Campaign to be commissioned targeting those at risk of harm from substance misuse by July 2007	Andy Bamber	31/07/07	G Completed	
2. Alcohol Harm Reduction Strategy document to be published May 2007 with working group established to implement strategy by July 2007	Andy Bamber	31/07/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.05f Reduce rates of re-offending by drug misusing offenders	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. New Required Second Assessment legislation implemented from April 2007	Andy Bamber	30/04/07	R Overdue	There is a need to drive up performance against KPIs 2 and 3. To initiate data and systems analysis and put agreed actions in place to performance manage those parts of DIP impacting upon the targets.
2. Prison Exit Team to ensure that all drug misusing offenders leaving custody access treatment services on day of release- March 2008	Andy Bamber	31/03/08	G Completed	

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Living Safely

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.05g Develop and implement an action plan with the Police to tackle drugs availability and dealing	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Drugs availability strategy and action plan in place by April 2007	Andy Bamber	30/04/07	G Completed	
2. Action plan to include a full programme of enforcement activities- March 2008	Andy Bamber	31/03/08	A On target	
01.01.06 To reduce hate crime and promote community cohesion				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.06a Implement a comprehensive and effective action plan, through the Race and Hate Crime Interagency Forum, to prevent and reduce hate crime and promote community cohesion	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Quarterly meetings of Race and Hate Crime Interagency Forum (RHIAF)	Andy Bamber	31/03/08	A On target	
2. Comprehensive action plan, covering all strands of Hate Crime, in place by April 2007, with regular monitoring to Living Safely CPAG	Andy Bamber	30/04/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.06c Collate and disseminate good practice around race and hate crime to all within the service and the borough	Sara Williams	31/07/07	R 30%	The activity will be completed in December 2007.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Produce an 'Easy Reference Pack' for internal and external partners showing how to effectively present, intervene and enforce against hate crime by July 2007	Andy Bamber	31/07/07	R Overdue	This project has slipped due to staffing changes in the Hate Crime Policy & Partnership Team - the project is now on target to be completed by Dec 07.
01.01.08 To improve service delivery across the Community Safety Service				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.08a Complete a review of customer feedback mechanisms in the Community Safety Service	Sara Williams	31/03/08	A %	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Review fully scoped by June 2007	Andy Bamber	30/06/07	G Completed	
2. Consultation, benchmarking and best practice gathering completed by August 2007	Andy Bamber	31/08/07	G Completed	
3. Review and recommendations agreed by September 2007	Andy Bamber	30/09/07	G Completed	
4. Recommendations implemented by March 2008	Andy Bamber	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.08b Further develop clear and productive relationships between Community Safety and housing providers	Sara Williams	31/03/08	A %	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete and agree service level agreement with LBTH ALMO by July 2007	Andy Bamber	31/07/07	G Completed	
2. Effectively market services offered by Community Safety to social landlords- March 2008 and ongoing	Andy Bamber	31/03/08	A On target	

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Living Safely

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.08d Utilise benchmarking to deliver business benefits	Sara Williams	30/09/07	R %	The Strategic Assessment is currently in production and will be presented to the Living Safely CPAG on the 21st November 2007.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Bring ASB PIs in line with Housemark benchmarking club standard by July 2007	Andy Bamber	31/07/07	G Completed	
2. Benchmark the Partnership strategic assessment with top performers to ensure best practice by September 2007	Andy Bamber	30/09/07	R Overdue	The Strategic Assessment is currently in production and will be presented to the Living Safely CPAG on the 21st November 2007. We have utilised best practice guidance in the preparation of this and will compare our version with partner authorities to inform the production of this document next year.
01.01.09 To increase community safety on estates				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.09a Agree a programme of security improvement works for communal areas, and estate lighting and horticulture	Maureen McEleney	31/03/08	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Agree a programme of estate lighting schemes by June 2007	Terry Damiano	30/06/07	G Completed	
2. Programme of works completed by March 2008	Terry Damiano	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.09b Sign up to the Respect Standard of Housing Management for Tower Hamlets	Maureen McEleney	30/09/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Sign up completed by September 2007	Terry Damiano	30/09/07	G Completed	
01.01.10 To make streets, public areas, residential areas and open spaces safer				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.10a Continue to contribute towards ensuring the free flow of traffic and improving pedestrian and road-user safety by developing and implementing a new Parking Enforcement	Alex Cosgrave	31/12/07	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Undertake analysis of existing enforcement practices by June 2007	John Palmer	30/06/07	G Completed	
2. Benchmark enforcement practices against other similar boroughs by October 2007	John Palmer	31/10/07	A On target	
3. Parking Enforcement Plan submitted for approval by December 2007	John Palmer	31/12/07	A On target	
4. Action Plan produced detailing schedule of 'works' by December 2007	John Palmer	31/12/07	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.10b Improve the profile of the Park Community Ranger Service with community	Alex Cosgrave	30/09/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Gain membership of the National Park force Programme by May 2007	Paul Martindill	31/05/07	G Completed	
2. Enhanced parks monitoring and information programme implemented by September 2007	Paul Martindill	30/09/07	G Completed	

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Living Safely

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.10c Develop and implement a wider programme to reduce crime and anti social behaviour in parks and open spaces in consultation with the LAPs	Alex Cosgrave	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop programme with delivery plan by June 2007 in line with LAP Director consultation	Paul Martindill	30/06/07	G Completed	
2. Improvement in number of people feeling unsafe or very unsafe in parks from 19% (2006/07) to 16%(2007/08) as measured by the Parks KPMC survey- March 2008	Paul Martindill	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.10d Introduce 3 local safety schemes targeting locations with the worst road accident casualty records	Alex Cosgrave	31/03/08	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. 3 priority sites confirmed by April 2007	John Palmer	30/04/07	G Completed	
2. Outline design completed by July 2007	John Palmer	31/07/07	G Completed	
3. Public and statutory consultation completed by September 2007	John Palmer	30/09/07	G Completed	
4. Scheme implementation completed by January 2008	John Palmer	31/01/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.10e Introduce 4 new safe schools with approved School Travel Plans	Alex Cosgrave	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. School Travel Plans approved by September 2007	John Palmer	30/09/07	G Completed	
2. Outline designs completed by September 2007	John Palmer	30/09/07	G Completed	
3. Public and statutory consultation completed by November 2007	John Palmer	30/11/07	A On target	
4. Scheme implementation complete by March 2008	John Palmer	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.01.10g Introduce new 20 mph zones to reduce the speed of traffic in residential areas	Alex Cosgrave	31/03/08	A 0%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete consultation on Isle of Dogs 20 mph zones by June 2007	John Palmer	30/06/07	R Overdue	All work on 20 mph zones has been delayed due to completion of 2006/07 works and statutory work plans affecting the programming of work, particularly on the Isle of Dogs. New deadlines for the work on the Isle of Dogs are under discussion.
2. Outline design of Bethnal Green (27N) zone complete by September 2007	John Palmer	30/09/07	R Overdue	All work has been delayed due to completion of 2006/07 works and statutory work plans affecting the programming of work. The new deadline for this activity is 30/11/07.
3. Construction of Isle of Dogs zones complete by October 2007	John Palmer	31/10/07	R Overdue	All work has been delayed due to completion of 2006/07 works and statutory work plans affecting the programming of work. The new deadline for completion is 31/3/08.
4. Construction on Bethnal Green (27N) zone complete by December 2007	John Palmer	31/12/07	A On target	
5. Construction of Bethnal Green (27N) zone complete by March 2008	John Palmer	31/03/08	A On target	

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Living Safely

01.02.01 To improve the cleanliness of the borough's streets including housing estates and parks				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.01a Develop a programme of minor estate improvement works to communal areas on Council estates	Maureen McEleney	31/03/08	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Estate Improvement Budget agreed by April 2007	Terry Damiano	30/04/07	G Completed	
2. Programme of works developed and agreed by June 2007	Terry Damiano	30/06/07	G Completed	
3. A minimum of 65 blocks to benefit from 'spring clean' treatment by March 2008	Terry Damiano	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.01b Improve the management of cleansing in parks	Alex Cosgrave	31/10/07	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Development of enhanced monitoring regime in partnership with Grounds Maintenance Contractors to provide improved comparative data. Implementation by April 2007	John Palmer	30/04/07	G Completed	
2. Survey and review of initial data set October 2007 so ensure revised regime demonstrates improved efficiencies and effectiveness	John Palmer	31/10/07	A On target	
01.02.03a Consider a parking permit scheme linked to vehicle emissions				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.03a Consider a parking permit scheme linked to vehicle emissions	Alex Cosgrave	31/01/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Consultation undertaken to identify views of relevant stakeholders- September 2007	Bryan Jones	30/09/07	G Completed	
2. Report to Cabinet outlining recommendations- January 2008	Bryan Jones	31/01/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.03f To develop an Environmental Strategy for the Council	Alex Cosgrave	30/06/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Cabinet approval of Strategy in June 2007	Bryan Jones	30/06/07	G Completed	
01.02.04 To improve the physical environment				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.04b Whole corridor improvements introduced on 3 key streets, involving improved provision for pedestrians, revised waiting and loading, street lighting improvements, reduction in street clutter, highway maintenance, accessibility improvements particularly around bus stops and cycle facilities (Sites probably- Bethnal Green Road, Poplar High St, Roman Road or Westferry Road)	Alex Cosgrave	31/03/08	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Outline designs prepared by August 2007	John Palmer	31/08/07	G Completed	
2. Public and statutory consultation complete by November 2007	John Palmer	30/11/07	A On target	
3. Implementation complete by March 2008	John Palmer	31/03/08	A On target	

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Living Safely

01.02.05 To improve the provision and quality of public open space				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.05a Construction of Meath Gardens pedestrian and cycle bridge to increase accessibility to Mile End Park	Alex Cosgrave	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Detailed construction designs complete by July 2007	John Palmer	31/07/07	G Completed	
2. Confirmation of all required funding by October 2007	John Palmer	31/10/07	G Completed	
3. Construction complete by March 2008	John Palmer	31/03/08	A On target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
01.02.05b Progress quality improvements in parks and open spaces	Alex Cosgrave	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop and implement year 2 of the Park and Open Space Strategy. Prepare action plan April 2007	Paul Martindill	30/04/07	G Completed	
2. Progress capital programme in conjunction with LAP Directors implementation by March 2008	Paul Martindill	31/03/08	A On target	
3. Secure at least one additional Green Flag award and retain all existing Green Flag Awards by July 2007	Paul Martindill	31/07/07	G Completed	

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Living Well

02.01.01 To provide decent homes and decent neighbourhoods				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.01a Deliver a programme of major repair and improvement works to Council homes and estates	Maureen McElenev	31/07/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Programme agreed by July 2007	Jackie Odunoye	31/07/2007	G Completed	
2. Develop Decent Homes Plus standard by July 2007	Jackie Odunoye	31/07/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.01b Develop a Tower Hamlets Housing Investment Strategy	Emma Peters	31/10/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop proposals for Ocean Estate by September 2007	Jackie Odunoye	30/09/2007	G Completed	
2. Develop detailed proposals for ALMO by October 2007	Maureen McElenev	31/10/2007	G Completed	
02.01.02 To increase the supply of affordable homes				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.02a Secure new affordable housing through planning contribution process, Housing Corporation funding and Local Authority Grant	Emma Peters	31/03/2008	A 70%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Progress report to Cabinet by July 2007	Jackie Odunoye	31/07/2007	G Completed	
2. Enable partner providers to create 1100 new affordable homes by March 2008	Jackie Odunoye	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.02b Reduce the number of empty properties through the Private Sector Renewal and Empty Property Framework. Use grants to increase the number of non-decent vacant homes brought back into use as affordable rented homes	Emma Peters	31/03/2008	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. 17 empty and non-decent homes bought up to the Decent Homes Standard and returned to use by March 2008 (LPSA target)	Jackie Odunoye	31/03/2008	G Completed	
02.01.03 To provide excellent housing services in consultation with the residents who use them				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.03a Develop a resident involvement strategy for Housing Services	Maureen McElenev	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Resident Involvement Strategy agreed by July 2007	Maureen McElenev	31/07/2007	G Completed	
2. Resident Involvement Strategy and action plan for delivery rolled out from September 2007	Maureen McElenev	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.03b Consult on and develop arrangements for the future delivery of landlord services by July 2007	Maureen McElenev	31/07/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Commence consultation April 2007	Maureen McElenev	30/04/2007	G Completed	
2. Report to Cabinet- July 2007	Maureen McElenev	31/07/2007	G Completed	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.03c Implement a Landlord Service Improvement Programme to achieve a minimum two star rating at inspection	Maureen McElenev	31/12/2007	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Roll out the activities in the Landlord Service Improvement Plan from April 2007	Maureen McElenev	30/04/2007	G Completed	
2. Produce 6-month evaluation report of progress by September 2007	Maureen McElenev	30/09/2007	G Completed	
3. Audit Commission Inspection confirmed by December 2007	Maureen McElenev	31/12/2007	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.01.03d Deliver VFM improvements through the implementation of the value for money Improvement Plan	Maureen McElenev	31/12/2007	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete HouseMark financial and performance benchmarking (2006/07 actuals) by	Maureen McElenev	31/07/2007	R Overdue	Now due November 2007
2. Set medium term cost expenditure targets and include in Financial Planning Submissions by July 2007	Maureen McElenev	31/07/2007	R Overdue	Now due December 2007
3. Housing Procurement Strategy developed by December 2007	Maureen McElenev	31/12/2007	A On Target	
02.02.01 To reduce the number of residents who smoke or are exposed to tobacco smoke of others				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.01a In partnership with the PCT formulate a smoking cessation strategy	Alex Cosgrave	31/03/2008	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Secure Central Government funding- April 2007	Bryan Jones	30/04/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.01b Form a Tobacco Control unit whose main objectives are to:- To implement smoke free enclosed spaces within Tower Hamlets; To build a sustainable tobacco control partnership for Tower Hamlets; To promote smoking cessation to residents, visitors and workers in Tower Hamlets	Alex Cosgrave	31/03/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Tobacco Control Unit established- April 2007	Bryan Jones	30/04/2007	G Completed	
2. Produce implementation tobacco control strategy and action plan- April 2007	Bryan Jones	30/04/2007	G Completed	
3. Implement new legislation- July 2007	Bryan Jones	31/07/2007	G Completed	
4. Review implementation- September 2007	Bryan Jones	30/09/2007	G Completed	
5. Undertake a programme of local awareness raising activities by March 2008	Bryan Jones	31/03/2008	A On Target	
02.02.02 To improve the health of children and young people				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02a Support the Third Sector to deliver an active play in parks scheme	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop programme with Third Sector and LAP Directors by April 2007	Natalie Parish	30/04/2007	G Completed	
2. Provide a programme on a minimum of 4 sites between July- September 2007	Natalie Parish	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02c Develop a service specification for provision of mainstream and specialist health services within Children's Centres, maximising efficiency and value for money	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Agree service specification by September 2007	Natalie Parish	30/09/2007	G Completed	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02d Review and develop the core offer for school-based health services	Kevan Collins	30/06/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Set up work stream and agree workplan by June 2007	Natalie Parish	30/06/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02e Ensure 75% of schools and Pupil Referral Units have achieved National Healthy Schools Status by March 2008	Kevan Collins	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
All schools and PRUs who have the outdated level 3 Healthy Schools Status to upgrade and retain the status by July 2007	Natalie Parish	31/07/2007	G Completed	
2. 100% of schools are actively engaged in achieving Healthy Schools Status by December 2007	Natalie Parish	31/12/2007	A On Target	
3. By March 2008 75% of schools to have achieved Healthy Schools Status	Natalie Parish	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02f Promote good nutrition and physical activity for the under 5s through Children's Centres including support for breastfeeding and weaning, and providing active 'stay and play'	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Active 'stay and play' sessions in place in all Children's Centres by September 2007	Natalie Parish	30/09/2007	G Completed	
2. Service specification for breastfeeding and weaning advice in Children's Centres in place by September 2007	Natalie Parish	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02g Ensure 80% of schools are delivering at least 2 hours of high quality PE every week in survey carried out- July 2007	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Partnership Develop Managers monitoring of target- January 2007 and ongoing	Natalie Parish	31/01/2007	G Completed	
2. 100% schools to complete data questionnaire, with support- July 2007	Natalie Parish	31/07/2007	G Completed	
3. Increase in curriculum time to a baseline of 90 minutes (primary)- September 2007	Natalie Parish	30/09/2007	G Completed	
4. Fit In 5! roll out- September 2007	Natalie Parish	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.02.02h Support schools to ensure that the emotional wellbeing of pupils is addressed effectively through the curriculum, through training of school staff, bringing in specialist mental health workers, and implementing the SEAL strategy effectively	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. All primary schools to be engaged in SEAL delivery by September 2007	Natalie Parish	30/09/2007	G Completed	
2. One 'champion' SEAL secondary school to be engaged with SEAL by September 2007	Natalie Parish	30/09/2007	G Completed	

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02.03.01 To deliver accessible, responsive, timely and appropriate adult care services for a diverse community				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.01b Full implementation of review of carers' services	John Goldup	31/08/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. All Service Agreements for revised suite of services signed by August 2007	John Goldup	31/08/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.01c Deliver improvements in services for people with sensory impairments to enable increased access to the range of services provided by the Council	John Goldup	30/09/2007	R 25%	Due to staff resources there has been a slight delay, this will be addressed by the end of the year. Deadline revised 31/03/08.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Directory of Low Vision Services published June 2007	John Goldup	30/06/2007	R Overdue	There have been delays in recruiting designated designers to publish the directory
2. Waiting list for visual impairment assessments reduced to zero by September 2007	John Goldup	30/09/2007	R Overdue	Waiting list cuts by 50%. Delays due to staff resources. Will be completed by the end of the year.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.01d Improve interpretation and translation facilities through building local voluntary sector capacity	John Goldup	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Pilot project on integrated service with Tower Hamlets PCT launched June 2007	John Goldup	30/06/2007	G Completed	
2. Year 1 evaluation on effectiveness and value for money completed by March 2008	John Goldup	31/03/2008	A On Target	
02.03.02 To promote independence and choice for vulnerable adults				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.02c Develop strategy for implementation of individualised budgets, maximising efficiency by aligning resource allocation with individual choices	John Goldup	30/09/2007	R 10%	Unable to recruit support for Direct Payment co-ordinator who is developing this workstream, the activity is likely to roll forward to 2008/09.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Strategy agreed by September 2007	John Goldup	30/09/2007	R Overdue	Unable to recruit support for Direct Payment co-ordinator who is developing this workstream. It is likely to roll forward to 2008/2009.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.02d Full roll out of telecare programme	John Goldup	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Roll out commences May 2007	John Goldup	31/05/2007	G Completed	
2. Roll out to 200 new service users completed by March 2008	John Goldup	31/03/2008	A On Target	
02.03.03 To ensure that care and support services are experienced by service users as 'joined-up' across organisational boundaries				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.03b Integrate commissioning function across Adults Health and Wellbeing and PCT to improve value for money	John Goldup	31/05/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Agree commissioning arrangements by September 2007	John Goldup	30/09/2007	G Completed	
2. Integrated commissioning arrangements in place by May 2008	John Goldup	31/05/2008	A On Target	

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02.03.04 To promote effective working between Adult Social Care and Children's Services				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.04a Ensure robust arrangements for joint working in place	John Goldup	31/08/2007	R 50%	Policy in place for joint working, joint supervision of co-ordinator children and families and adult mental health with children's service manager. Attended children's management meeting to discuss stronger working relationships. Protocols' still being reviewed in light of new child protection procedures.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete review of protocols by August 2007	John Goldup	31/08/2007	R Overdue	Protocols still being reviewed in light of new child protection procedures.
02.03.05 To support vulnerable adults in making a positive contribution to their community				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.05a To commission employment support services for people with disabilities and mental health problems	John Goldup	31/03/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. At least 30 people completing Way Ahead programme by August 2007	Barbara Disney	31/08/2007	R Overdue	11 People only have completed Way Ahead. Target of 30 not achieved due to drop out due to ill health
2. At least 50 people completing the 'Life begins...' programme by August 2007	Barbara Disney	31/08/2007	R Overdue	32 people have completed Life begins. Target of 50 not achieved due to drop out due to ill health
3. 120 people known to mental health services supported into or maintained in employment, voluntary work, education or training by March 2008	Barbara Disney	31/03/2008	A On Target	
4. 35 people with physical disabilities supported into voluntary or paid employment by March 2008	Barbara Disney	31/03/2008	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.05b Expansion of volunteering opportunities	John Goldup	31/03/2008	A 10%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Steering group established by September 2007	Barbara Disney	30/09/2007	R Overdue	Slippage but will be made-up by end of year.
2. Volunteering protocol agreed by January 2008	Barbara Disney	31/01/2008	A On Target	
3. 25 volunteers engaged with adult social care by March 2008	Barbara Disney	31/03/2008	A On Target	
02.03.06 To improve the links between targeted services for vulnerable adults and universal public and commercial services				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.06a Roll out fully the LinkAge Plus programme	John Goldup	31/07/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Joint visiting teams with DWP established April 2007	Barbara Disney	30/04/2007	G Completed	
2. Helpline and website launched August 2007	Barbara Disney	31/08/2007	G Completed	
3. 100 adults supported through outreach July 2007	Barbara Disney	31/07/2007	G Completed	
4. 180 adults supported through outreach July 2008	Barbara Disney	31/07/2008	A On Target	
02.03.07 To reduce homelessness and meet the needs of vulnerable residents				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.07a Review and redevelop Homelessness Strategy for completion in March 2008	John Goldup	31/01/2008	A 30%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Conduct a review of homelessness in Tower Hamlets by July 2007	Vernon Simpson	31/07/2007	G Completed	
2. Conduct a review of prevention services, making recommendations for development by November 2007	Vernon Simpson	30/11/2007	A On Target	
3. Review accommodation provided for homeless households and access to settled homes by January 2008	Colin Cormack	31/01/2008	A On Target	

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Living Well

02.03.08 To maximise financial security and provide more effective financial advice to vulnerable groups				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.08b Support the development of a corporate approach to dealing with debt particularly when dealing with vulnerable clients	Emma Peters	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. School banking services introduced and piloted in two schools by September 2007	Chris Holme	30/09/2007	R Overdue	Junior saver scheme introduced at one school to date. Meeting with THCCU on 19/10 to look at how project being developed
2. 6 financial literacy workshops delivered in Children's Centres by December 2007	Chris Holme	31/12/2007	A On Target	
3. 500 affordable loans to people on low incomes approved by March 2008	Chris Holme	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.03.08c Promote welfare benefit and tax credit take up in partnership with key Third Sector and statutory partners	Emma Peters	31/03/2008	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Take up of pension credit, disability living allowance and attendance allowance, plus key in-work benefits, and child tax credit, increased by £5m by March 2008	Chris Holme	31/03/2008	A On Target	
2. Range of information leaflets on budgeting, borrowing, access to affordable credit and dealing with debts promoted in partnership with key stakeholders by June 2007	Chris Holme	30/06/2007	G Completed	
02.04.01 To continue to protect children from risk of harm and neglect				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.01a Continue to safeguard and promote the welfare of children through the work of the Local Safeguarding Children Board (LSCB)	Kevan Collins	30/12/2007	A 20%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Launch safeguarding handbook to be distributed to all for mosques and madrassahs- August 2007	Kamini Rambellas	31/08/2007	R Overdue	This has been completed and is currently in print. It will be distributed by the end of December 2007
2. Review and relaunch procedures on forced marriage- September 2007	Kamini Rambellas	30/09/2007	R Overdue	This will now be completed by February 2008.
3. Safeguarding seminar 1 delivered to black African churches- April 2007	Kamini Rambellas	30/04/2007	G Completed	
4. Safeguarding seminar 2 delivered to black African churches- December 2007	Kamini Rambellas	31/12/2007	A On Target	
5. Written information on services (including safeguarding) for parents to be distributed through schools, children's centres and community organisations by September 2007	Kamini Rambellas	30/09/2007	R Overdue	This was due to be completed by Sept 2007 but has not yet happened because the whole concept of the publication changed during the course of the year. Now the publication will be written by young people for young people. The expected date of completion is now March 2008.
6. Recruit project team of midwives and health visitors to offer intensive parenting support to 100 teenage parents by April 2007	Kamini Rambellas	30/04/2007	R Overdue	The recruitment of the project team from existing midwives and health visitors on secondment. Due in April 2007 has been delayed. Sustainability Plan is on course for completion in January 2008 The local authority will participate in national evaluation but not by May 2007. Info and data systems have been set up.

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.01b Work proactively with schools to improve their practice in safeguarding children	Kevan Collins	31/03/2008	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Monitoring programmes to include risk assessment audit by April 2007	Kamini Rambellas	30/04/2007	R Overdue	This was rescheduled to start at the beginning of the school year in September 2007.
2. Revised guidance for schools about risk assessment for extended provision/ trips and outings to be circulated July 2007	Kamini Rambellas	31/07/2007	R Overdue	The monitoring programmes including risk assessment audit that were due by April 2007 are now delayed until the new school year Revised guidance to be circulated to school due in July 2007 has been delayed till October.
3. 20 schools to receive safeguarding children training by March 2008	Kamini Rambellas	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.01c Pilot a child and adult mental health project (CHAMP) to address the needs of children living with adults with mental health issues by March 2008	Kevan Collins	31/03/2008	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Children's specialist worker appointed by end May 2007 (pilot in Isle of Dogs Community mental health team- this has been agreed)	Kamini Rambellas	31/05/2007	G Completed	
2. Roles and criteria for referral to be agreed locally (i.e. with Isle of Dogs team) by end of May 2007	Kamini Rambellas	31/05/2007	G Completed	
3. Monitoring data in respect of milestones (numbers of joint visits made, children seen etc) will be presented by September and 3 monthly thereafter for 12 months pilot	Kamini Rambellas	31/03/2008	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.01e Improve on placement stability for children looked after through more effective care planning and reviewing through active tracking and provision of support packages to those children at risk of multiple placements	Kevan Collins	31/07/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Pilot the use of family conferencing as a means of gathering information and materials regarding the wider family network for children who are leaving their birth parents permanently, in 10 family conferences- to commence April 2007	Kamini Rambellas	30/04/2007	G Completed	
2. Launch the new Multi-Dimensional Treatment Foster Care Scheme, with first placements made July 2007	Kamini Rambellas	31/07/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.01f Continue to produce appropriate publicity to make it easier for people to raise concerns they might have about a child	Kevan Collins	30/09/2007	R 33%	Activity should be completed by March 2008.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. LSCB communication strategy to be agreed by the Board by May 2007	Kamini Rambellas	31/05/2007	R Overdue	The communication strategy is overdue and now unlikely to be in place until March 2008.
2. LSCB website reviewed and updated by September 2007	Kamini Rambellas	30/09/2007	R Overdue	Upgrading of the website has now started and is anticipated to be completed by December 2007.
3. Publish and launch 'safe parenting/ your teenager' handbook by September 2007	Kamini Rambellas	30/09/2007	R Overdue	This was due to be completed by Sept 2007 but has not yet happened because the whole concept of the publication changed during the course of the year. Now the publication will be written by young people for young people. The expected date of completion is now March 2008.

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Living Well

02.04.02 Improve access and quality of support to children and young people with disabilities and their families				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.02a Commission new support to families caring for disabled children to help them establish routines to assist in achieving sustainable care and promote their child's independence in the	Kevan Collins	30/06/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Award contract by June 2007	Kamini Rambellas	30/06/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.02c Undertake a holistic review of all services commissioned for children with disabilities and re-commissioning according to need in March 2008, stripping out duplication, identifying gaps in service provision and achieving better value for money	Kevan Collins	31/08/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Consultation with providers on needs analysis by August 2007	Kamini Rambellas	31/08/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.02e Clarify and refine support thresholds for children with disabilities	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Review complete by September 2007	Kamini Rambellas	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.02f Implement the Lead Professional role	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Lead Professional protocol agreed agencies by September 2007	Kamini Rambellas	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.02g Participation Officer to undertake consultation with looked after young people with a disability to inform how the service is developed	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Consultation to be completed by September 2007	Kamini Rambellas	30/09/2007	Completed	

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Living Well

02.04.03 Strengthen our approach to partnership working in Children's Services, building on our Children and Young People's Strategic Partnership to provide effective governance and ensure delivery of priority outcomes

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.03a Strengthen the interface between the CYPSPG and integrated delivery arrangements to ensure accountability and performance management are embedded	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop and implement a more rigorous system for monitoring delivery and risks through the CYPSPG- to be in place from May 2007	Natalie Parish	31/05/2007	G Completed	
2. Proposal for new supporting architecture in place by September 2007	Natalie Parish	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
02.04.03b Maintain the Children and Young People's Plan (CYPP) as the key strategic document for guiding the partnership to deliver outcomes for children and young people	Kevan Collins	30/11/2007	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. CYPP refresh published June 2007	Natalie Parish	30/06/2007	G Completed	
2. Complete 6-month review of progress on the CYPP by November 2007	Natalie Parish	30/11/2007	A On Target	

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Creating & Sharing Prosperity

03.01.01 To develop the strategic framework to promote sustainable and socially inclusive development				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.01c Complete preferred options consultation on the central Area Action Plan	Emma Peters	31/12/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. December 2007	Owen Whalley	31/12/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.01d Complete consultation on issues and options for Waste Development Plan document	Emma Peters	31/07/2007	R 0%	The intention for a waste DPD has been withdrawn along with the submitted LDF documents. This is reflected in the latest LDS. The work undertaken thus far will be more comprehensive and incorporated into a revised core strategy and subsequent plans, work towards which will commence in 2008
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. July 2007	Owen Whalley	31/07/2007	R Overdue	Not Commenced
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.01f Develop effective relationships with key strategic stakeholders including the ODA, GLA, LTGDC, TfL and LDA and influence the development of their strategies	Emma Peters	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Represent borough interests at the London Plan Further Alterations examination in public July	Owen Whalley	31/07/2007	G Completed	
2. Set up quarterly joint working groups to engage and influence other stakeholders via regular liaison and developing an integrated work	Owen Whalley	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.01g Initiate a sustainable transport strategy	Emma Peters	31/12/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Strategy scoping document to Cabinet-September 2007	Owen Whalley	30/09/2007	G Completed	
2. Public consultation completed by December 2007	Owen Whalley	31/12/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.01h Develop a carbon reduction strategy, engaging the development industry and other stakeholders	Emma Peters	30/09/2007	R 50%	Background work has been undertaken through the Borough wide Environmental spatial options. This report is due to be complete in March 2008. This will inform a broader Carbon Reduction Strategy. In the interim officers encourage developers to embrace climate change / renewable energy / sustainable development as part of the pre-applications process.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Strategy scoping document to Cabinet-September 2007	Owen Whalley	30/09/2007	R Overdue	
03.01.02 To implement the Local Development Framework based area initiatives and secure benefits for borough residents				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.02a Determine priorities for local development framework delivery	Emma Peters	31/05/2007	R 90%	Have met with GOL to set out a new style LDS and the new content. A report is now scheduled for Cabinet on 5 December 2007.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Refine local development scheme and agree with GoL May 2007	Owen Whalley	31/05/2007	R Overdue	This will be determined through the LDS and consultation on Issues and Options scheduled for Spring 2008.

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.02b Preparing local development framework delivery documents	Emma Peters	31/07/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Initiate phase 2 master planning process- May 2007. To be completed following the adoption of the current LDF documents- July 2008 (date subject to confirmation by PINS)	Owen Whalley	31/07/2008	R Overdue	The policy environment has been continuously changing in Tower Hamlets. Phase II Master planning for Fish Island has been initiated and a pre consultation draft is expected to be complete in March 2008. The Shadwell (Master plan) has been scaled down to a transport corridor/linkage study. Work is continuing on the Bromley by Bow Master plan. All other SPDs (including Housing & Planning Obligations) will be deferred until after the Core Strategy and other DPDs have sufficiently progressed through the plan making process.
2. External funding support secured for master plans to minimise costs to Council- May 2007	Owen Whalley	31/05/2007	G Completed	
3. Initiate SPDs in accordance with local development scheme- March 2008	Owen Whalley	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.02c Representing the borough's interests in the development of major public infrastructure projects	Emma Peters	31/10/2007	A 95%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Core evidence to House of Commons and House of Lords Select Committees to support Council's position on the Crossrail Hybrid Bill (House of Commons- March 2007: House of Lords- Autumn 2007)	Owen Whalley	31/10/2007	A On Target	
2. Secure compliance with DLR Transport and Works Act Order- September 2007	Owen Whalley	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.02d Delivering high quality design and urban space which enhances built heritage	Emma Peters	31/12/2007	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Adopt 35 CACS and management guidelines- July 2007	Owen Whalley	31/07/2007	G Completed	
2. Produce 15 new CACS and management guidelines- December 2007	Owen Whalley	31/12/2007	On Target	
3. Adopt pre-application protocol for major development projects- September 2007	Owen Whalley	30/09/2007	G Completed	
03.01.03 To improve the effectiveness of development control and building control processes				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.03a Improve the pre-application advice process, particularly for major developments to support delivery of a more efficient development control process	Emma Peters	31/12/2007	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Carry out stakeholder consultation by March 2007	Michael Kiely	31/03/2007	G Completed	
2. Devise and launch new pre-application procedures, including a charging regime, by June 2007	Michael Kiely	30/06/2007	G Completed	
3. Planning Delivery Agreements are trialed for all new strategic applications by December 2007	Michael Kiely	31/12/2007	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.03b Improve the process of negotiating and completing S106 legal agreements	Emma Peters	31/03/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. New procedures (including an officer 'toolkit' and applicant advice notes) are launched by June	Michael Kiely	30/06/2007	G Completed	
2. 60% of major applications have S106 agreements 'ready to sign' when applications are reported to Committee by December 2007	Michael Kiely	31/12/2007	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.03c Improve performance in processing Land Charges searches by the digital capturing of all data in the Land Charges, Planning and Building Control Services to secure projected medium term efficiency savings	Emma Peters	31/03/2008	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Upgrade the hardware and software ICT infrastructure to support improved Land Charges searches by July 2007	Michael Kiely	31/07/2007	G Completed	
2. Digital back capture and quality control of 200,000 paper documents into the Land Charges register by March 2008	Michael Kiely	31/03/2008	A On Target	
3. Commence the digital back capture and quality control of 225,000 paper documents in Planning into the statutory register by November 2007	Michael Kiely	30/11/2007	A On Target	
4. Commence the digital back capture and quality control of 2.8 million paper documents in the Building Control service by March 2008	Michael Kiely	31/03/2008	A On Target	
03.01.04 To support business information and networking				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.04a Develop the East London Business Place demand/ supply chain model for SMEs in partnership with Canary Wharf Group and the other 4 host Olympic boroughs	Emma Peters	31/03/2008	A 80%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Business plan developed and funding streams identified by May 2007	Emma Peters	31/05/2007	G Completed	
2. Launch of the new model at summer annual business forum- July 2007	Emma Peters	31/07/2007	R Overdue	Milestone is 80% complete and expected to be completed shortly.
3. Quarterly report on the worth of the contracts secured by local Tower Hamlets companies demonstrates increase awarded on previous year- March 2008	Emma Peters	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.04b Improve evidence based information on business community	Emma Peters	30/06/2007	G 100%	Information received and being formatted into useable form
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Information base work completed- June 2007	Emma Peters	30/06/2007	G Completed	

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03.01.07 To harness community benefits by securing and effectively managing external resources				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.01.07a Maximise external funding opportunities in line with Community Plan priorities	Emma Peters	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Effective finalisation and sign-off of SRB 6 programme (September 2007)	Chris Holme	30/09/2007	G Completed	
2. Provide quarterly update reports of the Neighbourhood Renewal Funded Programme to the Tower Hamlets Partnership	Chris Holme	31/03/2008	A On Target	
3. Ensure full Programme spend for the 2007/08 NRF allocation by March 2008	Chris Holme	31/03/2008	A On Target	
4. Evaluation of 2006/07 Corporate Match Funding Programme demonstrates increased value for money in delivery of agreed outputs- November 2007	Chris Holme	30/11/2007	A On Target	
5. Detailed delivery plan for 2007/08 Ocean NDC Programme agreed by August 2007	Chris Holme	31/08/2007	G Completed	
6. Delivery Plan for 2008/09 Ocean NDC Programme agreed by March 2008	Chris Holme	31/03/2008	On Target	
03.02.01 Ensure young people benefit from economic growth in Tower Hamlets, including in the public				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01a Support the transition of young people post 16 into further education, training or employment by more effective tracking and follow up through Personal Advisors	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Work with schools to embed a shared database of post 16 destinations, highlight vulnerable young people, and target PA support by September 2007	Mary Durkin	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01b Develop, deliver and commission programmes with key employers for school leavers and young job seekers	Kevan Collins	31/05/2008	A 30%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Commission at least 10 entry level activity programmes for young people by May 2008	Mary Durkin	31/05/2008	A On Target	
2. 6-month report on programmes available for young people and evidence of development of new pathways provided for CPAG- 30 September	Mary Durkin	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01c Improve career pathways through enhancing links between schools, other learning providers and employers in key growth sectors	Kevan Collins	31/03/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop a career pathway in health in partnership with B&LHT, HE and FE by March 2008	Mary Durkin	31/03/2008	A On Target	
2. Extend the Skillsmatch transitional employment programme to HLTT sector by March 2008	Mary Durkin	31/03/2008	A On Target	
3. Develop an employment and employability sub group of the Education Improvement Partnership by June 2007	Mary Durkin	30/06/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01d Expand the New Start project, to provide more opportunities for young people not in education, training and employment by March 2008	Kevan Collins	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. 30 young people referred and engaged with the project by June 2007	Mary Durkin	30/06/2007	G Completed	
2. 60 young people referred and engaged by September 2007	Mary Durkin	30/09/2007	G Completed	
3. 90 young people referred and engaged by December 2007	Mary Durkin	31/12/2007	A On Target	
4. 120 young people referred and engaged by March 2008	Mary Durkin	31/03/2008	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01e Offer more employer-led career development programmes, including work experience and internship opportunities, in partnership with the Education Business Partnership by March 2008	Kevan Collins	31/03/2008	A 85%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Agree employability offer with the 14 to 19 Education Improvement Partnership- June 2007	Mary Durkin	30/06/2007	G Completed	
2. Agree work experience schedules for 2007/08 academic year with schools- July 2007	Mary Durkin	31/07/2007	G Completed	
3. Deliver 2007/08 academic year work experience programme- July 2008	Mary Durkin	31/03/2008	A On Target	
4. Develop programme of career development programmes for key sectors in partnership with Futures/ Connexions- September 2007	Mary Durkin	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01f Provide every young person with access to information about the range of employment, education and training opportunities	Kevan Collins	31/03/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. E-prospectus setting out post 16 education opportunities produced by April 2007	Mary Durkin	30/04/2007	G Completed	
2. Produce Labour Market Information materials for use by teaching and guidance staff by September 2007	Mary Durkin	30/09/2007	G Completed	
3. Written information on year 9 and year 11 pathways and opportunities available completed by December 2007	Mary Durkin	31/12/2007	A On Target	
4. Summer vacancy bulletin setting out summer leaver employment recruitment positions for 16 and 18 year old leavers by March 2008	Mary Durkin	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.01g Develop and adopt of Tower Hamlets NEET (not in employment, education or training) reduction strategy, coordinating the work of all key stakeholders by September 2007	Kevan Collins	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Deliver Youth Engagement Programme consisting of 'door-knocking' exercises (calling personally at young people's homes) by teaching assistants during school-holidays in April, May, July, August, October, December and February	Mary Durkin	31/03/2008	A On Target	
2. Restructure the delivery of Connexions within the borough, ensuring that all NEET young people are allocated and have access to a Personal Advisor, by September 2007	Mary Durkin	30/09/2007	G Completed	
03.02.02 To increase the capacity of local residents to compete for jobs				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.02c In conjunction with the other 4 host boroughs develop the business plan for the Local Employment and Training Framework (LETF)	Emma Peters	31/07/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Business plan for LETF produced by summer 2007 in conjunction with other 4 Olympic host boroughs	Sue Hinds	31/07/2007	G Completed	
03.02.04 To improve information and understanding of the complexity of worklessness and unemployment				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.04a Continue to support the development of the City Strategy pilot	Emma Peters	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Final business plan agreed by Partnership Board- April 2007	Sue Hinds	30/04/2007	G Completed	
2. Report to Cabinet- June 2007	Sue Hinds	30/06/2007	G Completed	
3. Implementation plan developed by March 2008 which demonstrates movement towards more efficient use of mainstream funds across the key agencies	Sue Hinds	31/03/2008	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.04b Understanding worklessness document produced	Emma Peters	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Produced by July 2007	Sue Hinds	31/07/2007	G Completed	
2. Quarterly reports to CPAG on evidence base	Sue Hinds	31/03/2008	A On Target	
03.02.05 To support parents who wish to return to work				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
03.02.05a Audit current childcare provision and full and part time places in nursery classes/schools and revise plan for development of provision accordingly	Kevan Collins	31/12/2007	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Update childcare audit December 2007	Helen Jenner	31/12/2007	A On Target	
2. Work with FSA to pilot financial guide for new parents July 2007	Helen Jenner	31/07/2007	G Completed	

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Learning, Achievement & Leisure

04.01.01 To improve the standards of early years provision to give every child the best possible start in life				
	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.01a Ensure all children have the opportunity to attend high quality early education	Kevan Collins	31/03/2008	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Training and moderation in place to improve the quality of Foundation Stage assessment and planning across all foundation settings by July 2007	Helen Jenner	31/07/2007	G Completed	
2. 92% of 3 year olds in early years provision by January 2008	Helen Jenner	31/01/2008	A On Target	
3. Training programme for all schools and settings to address early years foundation stage in place by September 2007	Helen Jenner	30/09/2007	G Completed	
4. Improve support for leadership and management across all Children's Centre provision through use of performance management framework by July 2007	Helen Jenner	31/07/2007	G Completed	
5. Increase access to Children's Centres facilities for vulnerable groups by March 2008	Helen Jenner	31/03/2008	A On Target	
04.01.02 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 school				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.02a Provide a range of dedicated unsupervised outdoor play areas, skate parks, etc	Alex Cosgrave	31/12/2007	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Audit and analysis completed by June 2007	Paul Martindill	30/06/2007	G Completed	
2. Unsupervised play strategy and future development plan considered as part of the Olympic Strategy by December 2007	Paul Martindill	31/12/2007	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.02c Develop with partners a play strategy for Tower Hamlets	Alex Cosgrave	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Draft finalised- April 2007	Paul Martindill	30/04/2007	G Completed	
2. Cabinet- July 2007	Paul Martindill	31/07/2007	G Completed	
3. Develop with partners a 'big lottery' portfolio of priority actions for play and submission to the Big Lottery- September 2007	Paul Martindill	30/09/2007	G Completed	

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Learning, Achievement & Leisure

04.01.03 Through personalised learning accelerate improvements in attainment with a particular focus on Key Stage 1 and 3 and English and mathematics at GCSE				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.03a Identify those at risk of not achieving at all Key Stages and put in place early intervention programmes, working across agencies to reduce underachievement and more expensive interventions at a later date, thereby achieving better outcomes and value for money. This includes continuing to support newly arrived pupils and those with English as an additional language and continuing to address boys' under achievement	Kevan Collins	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Target specifically those children at risk of not achieving level 4 in both English and maths at Key Stage 2 by May 2007	Helen Jenner	31/05/2007	G Completed	
2. Target pupils at risk of not achieving level 5 by the end of Key Stage 3; and those at risk of not achieving GCSEs including English and maths by May 2007	Carmel Littleton	31/05/2007	G Completed	
3. Develop the strategy for numeracy and literacy recovery programmes across the borough by September 2007	Helen Jenner	30/09/2007	G Completed	
4. All schools trained on use of RAISE online to evaluate interventions- December 2007	Carmel Littleton	31/12/2007	A On Target	
5. Review primary/ secondary transition arrangements to produce revised transition protocol by March 2008	Helen Jenner	31/03/2008	A On Target	
6. Reduce the number of schools judged as requiring improvement by OFSTED by 50% by March 2008	Helen Jenner	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.03c Target pupils disaffected with school pre-16, EBD (Emotional and Behaviour Disorder), post-16 and those recognised as ASD (Autistic Spectrum Disorder) as well as those achieving 4 A*-C but not English and maths at C+	Kevan Collins	31/01/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Electronic Common assessment framework training for schools completed- December 2007	Helen Jenner	31/12/2007	A On Target	
2. Protocol for Lead Professional and team around the child developed by September 2007	Helen Jenner	30/09/2007	G Completed	
3. Best practice disseminated on a monthly basis through BEHAVE newsletter, with report for each secondary school completed by January 2008	Helen Jenner	31/01/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.03d Develop a borough-wide strategy for the effective use of a managed learning environment to promote a personalised learning	Kevan Collins	30/09/2007	R 70%	The schools ICT strategy is in draft and is now due to be agreed by December 2007
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Borough-wide managed learning environment strategy in place for implementation by September 2007	Carmel Littleton	30/09/2007	R Overdue	The actual strategy will be developed as part of the ICT strategy that is in draft form at present and will approved by schools etc over the coming months. Draft ICT strategy to be agreed by the end of December 07' at the latest. (Deadline extended from Sept 07 to Dec 07)

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Learning, Achievement & Leisure

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.03e Work with schools to ensure our Building Schools for the Future vision and implementation enables a transformation in learning opportunities and environment across the borough	Kevan Collins	31/12/2007	A 30%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Invitation to competitive dialogue with three bidders commenced September 2007	Ann Sutcliffe	30/09/2007	G Completed	
2. Secure sign off to 'Strategy for Change' for wave 5 schools by September 2007	Ann Sutcliffe	30/12/2007	A On Target	
3. Agree 'Outline Business Case' for wave 5 schools by December 2007	Ann Sutcliffe	31/12/2007	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.03f Ensure provision mapping links with prevention strategy, wider extended provision and common assessment and referral processes	Kevan Collins	31/03/2008	A 70%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Numeracy recovery evaluated- March 2008	Helen Jenner	31/03/2008	A On Target	
2. Makaton support group established by September 2007	Helen Jenner	30/09/2007	G Completed	
3. CAF implementation completed- July 2007	Helen Jenner	31/07/2007	G Completed	
04.01.04 Maintaining a strong focus on securing the best possible outcomes for looked after children				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.04a Work with schools and personal tutors to make sure that children and young people who are looked after by the local authority are encouraged to maintain high aspirations and are actively involved in setting their own learning targets	Kevan Collins	31/03/2008	A 70%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Personal education plans (PEPs) to include children's targets by 31st March 2008	Kamini Rambellas	31/03/2008	A On Target	
2. 21% of looked after children to achieve at least 5 GCSEs graded A*-C or equivalent in results released provisionally by September 2007	Kamini Rambellas	30/09/2007	G Completed	
3. Choice Advisors to work with all carers to support transition to secondary school- July 2007	Kamini Rambellas	31/07/2007	G Completed	
4. Explore the use of additional targeted support and resources to support and improve attainment- September 2007	Kamini Rambellas	30/09/2007	G Completed	
5. Ensure looked after children are prioritised for access to catch up programmes in September 2007	Kamini Rambellas	30/09/2007	G Completed	

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Learning, Achievement & Leisure

04.01.05 As part of our 14-19 learner entitlement, raise both aspirations and skills to lead to increased level 2 and level 3 achievement at 19

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.05a Plan 14-19 provision in order to meet the range of needs for all learners and secure better progression	Kevan Collins	31/03/2008	A 85%	Activity is on target and expected to achieve.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete report in partnership with Learning and Skills Council by September 2007	Carmel Littleton	30/09/2007	G Completed	
2. Targets set for level 2 provision post-16 in discussion with senior school staff by end of April 2007 (SDAs and 14-19 Strategic Manager)	Carmel Littleton	30/04/2007	G Completed	
3. Success against targets reviewed in October 2007/08	Carmel Littleton	31/10/2007	G Completed	
4. Achieve at least a 30% increase in the number of programmes leading to new level 2 attainment at 16+ by March 2008	Carmel Littleton	31/03/2008	A On Target	
5. Implement the 'September guarantee' across the borough by September 2007	Carmel Littleton	30/09/2007	G Completed	
6. Borough wide audit of 16+ learning needs- April 2007	Carmel Littleton	30/04/2007	G Completed	
7. Commissioning of new provision in response to unmet need- July 2007	Carmel Littleton	31/07/2007	G Completed	
04.01.06 Improve behaviour and attendance and reduce exclusions from school				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.06a Support schools in developing a wide range of school improvement strategies to improve behaviour and reduce incidents which lead to exclusion, by focussing on teaching and learning to improve pupil engagement, implementing the DfES Social and Emotional Aspects of Learning (SEAL) programme as part of our school partnership arrangements and working with the police, youth workers and the Third Sector to generate innovative ways to reduce levels of violence in schools	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. One secondary school to implement the programme from September 2007	Helen Jenner	30/09/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.06b Establish secondary school partnership arrangements to support behaviour	Kevan Collins	30/09/2007	R 80%	This is a result of one of the milestones being overdue, however this is due to extensive work to incorporate the development of the Common Assessment Framework, the deadline has now been revised to
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Partnership and protocols in place by July 2007	Helen Jenner	31/07/2007	G Completed	
2. Toolkit provided for schools on integrated approaches from September 2007	Helen Jenner	30/09/2007	R Overdue	The guidance "Assessing and Responding to Individual Needs" has been reviewed and revised extensively to incorporate the development of the Common Assessment Framework and to be applicable to other settings and youth centres as well as to schools. It will be circulated by December 2007. Target deadline to be revised.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.06d Extend work with faith groups, to increase attendance, particularly at primary level by addressing issues like term-time leave	Kevan Collins	31/03/2008	A 85%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Agree closure of schools for Eid- September 2007	Helen Jenner	30/09/2007	G Completed	
2. Extend persistent absence project to 2 further schools by September 2007	Helen Jenner	30/09/2007	G Completed	
3. Review provision of primary school places by May 2007	Helen Jenner	31/05/2007	G Completed	
4. Review Pilot use of Budget Holding Lead Professional resources to reduce risk of poor attendance and exclusion by March 2008	Helen Jenner	31/03/2008	A On Target	

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Learning, Achievement & Leisure

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.06e Reduce exclusions in schools and their impact, by supporting schools to develop a wide range of strategies to reduce incidents which lead to exclusion	Kevan Collins	31/03/2008	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Borough partnership to reduce exclusions established- September 2007	Helen Jenner	30/09/2007	G Completed	
2. Exclusions conference and guidelines reviewed May 2007	Helen Jenner	31/05/2007	G Completed	
3. 6 day plus provision for excluded pupils and behaviour and attendance partnership in place from September 2007	Helen Jenner	30/09/2007	G Completed	
4. Review hard-to-place admissions protocol by March 2008	Helen Jenner	31/03/2008	A On Target	
5. Managed moves and Youth Offending Team (YOT) protocols implemented September 2007	Helen Jenner	30/09/2007	R Overdue	The YOT Protocol is in place. The managed move protocol has been drafted and is now subject to consultation and we expect it to be agreed by the end of the year
6. Pilot project on building design and reasonable adjustments for pupils with Behavioural, Emotional or Social Difficulties and those on the autistic spectrum completed March 2008	Helen Jenner	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.06g Increase training for governing bodies	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Governors Training Programme by September 2007	Helen Jenner	30/09/2007	G Completed	
04.01.07 Enrich the curriculum offer, both within and beyond school, for all our children so that they enjoy learning, to offer a broad curriculum including creative and sporting activities				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.07b Work through school sports partnerships and capitalise on the 2012 Paralympic and Olympics to increase the extent and quality of sports provision in schools, particularly in primary schools; ensuring children with disabilities are fully included	Kevan Collins	31/03/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Active playtime strategy established- September 2007	Helen Jenner	30/09/2007	G Completed	
2. 100% of schools judged to offer good curriculum by March 2008	Helen Jenner	31/03/2008	G Completed	
3. Evaluation report on increasing physical activity in schools to be produced by July 2007	Helen Jenner	31/07/2007	G Completed	
04.01.09 To improve information, advice and guidance to all young people aged 10-19				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.09b Personalise the advice and guidance available to young people at risk of becoming NEET	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Early identification of year 11s at risk of becoming NEET (March 2007)- all young people at risk receive intensive support by September	Mary Durkin	30/09/2007	G Completed	
04.01.10 To increase parental engagement in children's learning				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.10a Develop integrated family support and parental engagement strategy across Children's Services	Kevan Collins	31/07/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Integrated Family Support and Parental Engagement Strategy launched July 2007	Helen Jenner	31/07/2007	G Completed	

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Learning, Achievement & Leisure

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.01.10c Improve information families and children so that they are aware of the range of activities available to them, and their responsibilities, and improve home/school liaison through ICT	Kevan Collins	30/09/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Ensure Parent Information Point (PIP), Parents' Advice Centre and Children's Information Service become partnership resources for information sharing by September 2007	Helen Jenner	30/09/2007	G Completed	
04.02.01 To improve the quality of leisure provision and customer experience				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.01a Establish a Leisure Centre Public Consultation Group	Alex Cosgrave	29/02/2008	A 35%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Group established with terms of reference by June 2007	Paul Martindill	30/06/2007	G Completed	
2. Second meeting held by January 2008	Paul Martindill	31/01/2008	A On Target	
3. Public service standards agreed by the Group by February 2008	Paul Martindill	29/02/2008	A On Target	
04.02.02 To increase community engagement and participation in cultural activities				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.02b Establish the Football Development partnership forum	Alex Cosgrave	30/06/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Terms of reference agreed May 2007	Paul Martindill	31/05/2007	G Completed	
2. Forum established by June 2007	Paul Martindill	30/06/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.02e Increase usage of leisure centres of key target groups	Alex Cosgrave	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Usage increased by 1% by March 2008: young people, older people, people with disabilities, BME, and women	Paul Martindill	31/03/2008	A On Target	
2. Usage increased by 5% by March 2008 for older people	Paul Martindill	31/03/2008	A On Target	
3. In consultation with 'Link Age' develop comprehensive programme of targeted activities for older people by April 2007	Paul Martindill	30/04/2007	G Completed	

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Learning, Achievement & Leisure

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.02f Train 80 volunteers to support the delivery of sport in the borough	Alex Cosgrave	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. 20 trained by June 2007	Paul Martindill	30/06/2007	G Completed	
2. 20 trained by September 2007	Paul Martindill	30/09/2007	G Completed	
3. 20 trained by December 2007	Paul Martindill	31/12/2007	A On Target	
4. 20 trained by March 2008	Paul Martindill	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.02h Upgrade the qualifications of 40 sports coaches	Alex Cosgrave	31/03/2008	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. 10 coaches upgraded by June 2007	Paul Martindill	30/06/2007	G Completed	
2. 10 coaches upgraded by September 2007	Paul Martindill	30/09/2007	R Overdue	24 coaches who wish to upgrade their qualifications have been identified however the relevant national bodies have not run the appropriate courses enabling them to do so. It is intended to enrol the coaches onto the courses before dates are set so they will be offered a place on the next available course.
3. 10 coaches upgraded by December 2007	Paul Martindill	31/12/2007	A On Target	
4. 10 coaches upgraded by March 2008	Paul Martindill	31/03/2008	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.02i Enter 40 teams in the London Youth Games including 6 teams in disability sports activities	Alex Cosgrave	31/07/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Participation in London Youth Games July 2007	Paul Martindill	31/07/2007	G Completed	
04.02.03 To improve participation in Idea Store, library and lifelong learning activities				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.03a Improve user access to books, DVDs, CDs, the library catalogue, on-line services and information in Idea Stores, libraries and learning centres to services and increase participation to assist achieving reduction in unit costs	Alex Cosgrave	31/03/2008	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. New IT system procured by April 2007	Paul Martindill	30/04/2007	G Completed	
2. 1% increase in overall issues against 2006/07 outturn- March 2008	Paul Martindill	31/03/2008	A On Target	

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Learning, Achievement & Leisure

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.03b Undertake Idea Stores users' survey for people under 16 to improve knowledge and understanding of needs of under 16s	Alex Cosgrave	31/01/2008	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Complete library users' survey for young people under the age of 16 by June 2007	Paul Martindill	30/06/2007	G Completed	
2. Implement under 16s development plan/s by January 2008	Paul Martindill	31/01/2008	A On Target	
04.02.04 To increase participation in sport and physical activity for the community				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.04a Improve fixed play equipment on a range of sites	Alex Cosgrave	31/08/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Determine site priority from Play Strategy August 2007	Paul Martindill	31/08/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
04.02.04b Increase visits to leisure centres by 15,000 in comparison to 2006/07 outturn	Alex Cosgrave	31/10/2007	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Agree list and priorities with LAP Directors October 2007	Paul Martindill	31/10/2007	G Completed	
2. New leisure guides and programmes produced in April 2007	Paul Martindill	30/04/2007	G Completed	
3. New programme for 'Over 60s' in place April 2007	Paul Martindill	30/04/2007	G Completed	
4. Phase 2 York Hall refurbishment (health spa) open April 2007	Paul Martindill	30/04/2007	G Completed	
5. New membership package launched April 2007	Paul Martindill	30/04/2007	G Completed	

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05.01.01 To ensure that the Council's response to greater and flexible freedoms for local government maximises benefits to local people				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.01b Identify key elements of response and action to new local government legislation in terms of accountability arrangements	Martin Smith	31/12/07	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Directorate of Adults, Health and Wellbeing established by May 2007	Martin Smith	31/05/07	G Completed	
2. Directorate of Resources established by September 2007	Martin Smith	30/09/07	G Completed	
3. Directorate of Communities, Localities and Culture established by December 2007	Martin Smith	31/12/07	A On Target	
4. Corporate restructure complete by December 2007	Martin Smith	31/12/07	A On Target	
05.01.03 To develop a high performance culture by investing in Council staff				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.03b Put processes in place to support and track the progression of staff	Martin Smith	31/08/07	R 40%	Roll out will follow for other projects.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Coaching and mentoring schemes in place by August 2007	Deb Clarke	31/08/07	R Overdue	Coaching and mentoring scheme is up and running for all accredited programmes, both the Aspiring Leaders programme and Step Up Now 1 and Step Up Now 2. Roll out will follow for other projects.
05.01.04 To develop organisational performance across the Council				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.04a Undertake the second Council-wide staff survey	Martin Smith	31/07/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Survey completed by May 2007	Deb Clarke	31/05/07	G Completed	
2. Survey result communicated by June 2007 and action plan agreed by July 2007	Deb Clarke	31/07/2007	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.04b Co-ordinate the corporate lIP assessment	Martin Smith	30/06/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
On-site assessment undertaken in June 2007	Deb Clarke	30/06/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.04c Produce a corporate workforce development plan	Martin Smith	31/03/08	A 40%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
Plan developed by June 2007	Deb Clarke	30/06/07	R Overdue	The plan is currently 95% complete and is expected to be implemented in December 2007.
2. Delivery of milestones and progress against targets monitored on a 6-monthly basis from March 2008	Deb Clarke	31/03/2008	A On Target	
To champion further improvements in performance management across the Council and Partnership				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.05a Co-ordinate agreed programme of service review and improvement work, including Business Process Improvement reviews	Sara Williams	31/03/08	A 40%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Ensure agreement of Continuous Improvement Programme for 2007/08 by June 2007- at least 2 projects to use BPI techniques	Alan Steward	30/06/07	G Completed	
2. Oversee delivery of programme with regular monitoring reports to members and senior managers- March 2008	Alan Steward	31/03/08	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.05c Oversee the implementation of the Council's approach to data quality	Sara Williams	31/03/08	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Implement corporate Data Quality policy from April 2007	Alan Steward	30/04/07	G Completed	
2. Ensure no performance data reservations as part of annual Performance Indicator audit and reduce number of amendments from 2006/07- March 2008	Alan Steward	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.05d Develop and improve the Excelsis system to support consistent and embedded performance management across the Council	Sara Williams	30/09/07	R %	Although delayed, due for completion by end of the year.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Provide support to enable all team plans to be entered on system by June 2007 and regularly monitored by September 2007	Alan Steward	30/09/07	G Completed	
2. Provide partners with web access to Excelsis for LAA monitoring by September 2007	Alan Steward	30/09/07	R Overdue	Delayed due to software provider commitments and issues relating to remote access. Expected to be completed by end November.
3. Implement reporting functionality to support improved monitoring of plans by September 2007	Alan Steward	30/09/07	R Overdue	Software provider will action once web access project completed. UAT scheduled for late November, with go-live in December.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.05e Support preparation for the CPA Corporate Assessment	Sara Williams	29/02/08	A 40%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Facilitate external challenge of our progress towards excellence by July 2007	Alan Steward	31/07/07	G Completed	
2. Co-ordinate collation of evidence and completion of self-assessment by February 2008	Alan Steward	29/02/08	A On Target	
05.01.07 Improve the quality of the Council's financial management				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.07a Continue to integrate service and financial planning	Martin Smith	31/03/08	A 33%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Review of Service and Financial Planning to ensure the Local Area Agreement is fully integrated into the financial planning of the Council by July 2007	Alan Finch	31/07/07	R Overdue	Subject to review for 2008/09 due to introduction of Area Based Grant
2. Implement improved processes for appraising bids for expenditure from the Capital Programme by July 2007	Alan Finch	31/07/07	R Overdue	Delayed subject to review of Asset Management
3. Develop the recording of financial information in the Asset Register in response to SORP requirements by March 2008	Alan Finch	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.07b Improve reporting of the Council's financial results	Martin Smith	31/03/08	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop options for integrating the reporting of financial and non-financial performance by September 2007	Alan Finch	30/09/07	G Completed	
2. Improve financial reporting to include regular review of balance sheet items and debt collection by July 2007	Alan Finch	31/07/07	G Completed	
3. Produce draft Statement of Accounts by end of June 2007 with full working papers and without material error by June 2007	Alan Finch	30/06/07	R Overdue	Deadline achieved, but audit revealed material error. Now subject to separate Action Plan
4. Standardise and improve reporting on capital expenditure and financing by July 2007	Alan Finch	31/07/07	G Completed	
5. Implement reporting on the Council's new management structure (Subject to implementation timetable for the structure- March 2008 at the	Alan Finch	31/03/08	A On Target	
6. Make budget reports available to managers in less than 10 days after the end of the financial period by June 2007	Alan Finch	30/06/07	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.07c Improve the knowledge of financial management throughout the organisation	Martin Smith	30/09/07	R 35%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop learning and development programmes for Financial and non- Financial staff by September 2007	Alan Finch	30/09/07	R Overdue	This work was deprioritised pending the appointment of the new Director of Resources, which resulted in a temporarily reduced senior management capacity in finance. The work with now be picked up in the New Year.
2. Further develop the professional training scheme for graduates, and encourage the development of a financial workforce to reflect the community by September 2007	Alan Finch	30/09/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.07d Improve the Council's financial systems and processes	Martin Smith	31/03/08	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop and begin to implement a programme for the upgrade and replacement of financial systems across the Council by March 2008	Alan Finch	31/03/08	A On Target	
2. Review Financial Regulations and Procedures by March 2008	Alan Finch	31/03/08	A On Target	
3. Produce a report to determine the feasibility of introducing a centralised system of income collection, consider the introduction of combined cash receipting and income management systems and improve customer service, collection rates or deliver other efficiencies by June 2007	Alan Finch	30/06/07	R Overdue	The report was commissioned in April as planned but conflicting work on shared services delayed its completion. It was completed in October and its implementation is being considered.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.07f Continue to improve the Council's treasury management	Martin Smith	30/04/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Review borrowing to identify opportunities for debt restructuring ahead of changes to accounting requirements in 2007 by April 2007	Alan Finch	30/04/07	G Completed	
05.01.08 To ensure value for money in providing services				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.08a Develop information on comparative value for money/ unit costs	Martin Smith	31/03/08	A 65%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Continue to develop the Council's per capita costs index to provide better information on unit costs by March 2008	Alan Finch	31/03/08	G Completed	
2. Develop proposals for the wider reporting of per capita/ unit costs by April 2007	Alan Finch	30/04/07	G Completed	
3. Continue to develop the process for reviewing high per capita/ unit costs by March 2008	Alan Finch	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.08c Embed a culture of value for money in the organisation	Martin Smith	31/12/07	A 20%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Continue to develop the integration of value for money into service planning by December 2007	Alan Finch	31/12/07	A On Target	
2. Institute a learning and development programme for managers by October 2007	Alan Finch	31/10/07	R Overdue	This work was deprioritised pending the appointment of the new Director of Resources, which resulted in a temporarily reduced senior management capacity in finance. The work with now be picked up in the New Year.
3. Embed efficiency targets into managers' Performance Development Reviews by April 2007	Alan Finch	30/04/07	G Completed	
4. Develop a communication plan to systematically and continuously draw the attention of Members, managers and staff to efficiency issues by July 2007	Alan Finch	31/07/07	R Overdue	This work was deprioritised pending the appointment of the new Director of Resources, which resulted in a temporarily reduced senior management capacity in finance. The work with now be picked up in the New Year.

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Action Required	Lead officer	Deadline	Mid Year Status	
05.01.08d Support service managers to embed value for money and generating efficiencies in their on going planning and service evaluation in Children's Services	Kevan Collins	31/10/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. All services to engage in Efficiency Workshops delivered in partnership with the London Centre of Excellence by end of June 2007	Anthony Walters	30/06/07	G Completed	
2. Provide budget surgeries for service managers where financial monitoring indicates that spend is out of alignment with budget profiling and predications by October 2007	Anthony Walters	31/10/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.08h Complete an efficiency review of the Community Safety service	Sara Williams	31/03/08	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Benchmarking of structures, costs and NRF allocations against Inner London boroughs to be complete by June 2007	Andy Bamber	30/06/07	G Completed	
2. Establish unit costings for key deliverables by June 2007	Andy Bamber	30/06/07	G Completed	
3. Complete efficiency review by July 2007	Andy Bamber	31/07/07	G Completed	
4. Implement recommendations from efficiency review by March 2008	Andy Bamber	31/03/08	A On Target	
05.01.09 To enhance the delivery of excellent public services through improved procurement				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09a Deliver cashable efficiency savings of 0.5% by March 2008	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Maintain a savings register derived solely from Procurement intervention by April 2007	Nick Walker	30/04/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09b Introduce a whole life costing methodology to be utilised when planning projects and assessing tenders	Sara Williams	30/04/07	R 75%	Discussion paper at CPB In April 2007. Principles adopted in evaluations but methodologies to be put in place. Launch expected November 2007.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Launch in April 2007	Nick Walker	30/04/07	R Overdue	Launch expected November 2007.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09c Identification and exploitation of opportunities for joint leverage with other public sector organisations	Sara Williams	30/04/07	R 50%	Discussions taking place with PCT and LCSG, and LCE. Opportunities of a high level identified. This is an ongoing activity and will never be considered completed.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Engaging with London Centre of Excellence and other public sector bodies by April 2007	Nick Walker	30/04/07	G Completed	
2. Develop a joint sourcing approach with Tower Hamlets Primary Care Trust by April 2007	Nick Walker	30/04/07	R Overdue	This also relates to the joint relationships with the Third Sector and SMEs. No joint plan developed yet, target revised to 31 March 2008.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09d Develop and implement contract management methodologies for both corporate and directorate managed contracts	Sara Williams	30/09/07	R 75%	In development. Exor software adopted for performance measurement due to be implemented November 2007.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop contract management guidance by September 2007	Nick Walker	30/09/07	R Overdue	Will Complete in November 2007.
2. Contract management training to commence by September 2007	Nick Walker	30/09/07	G Completed	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09e Ensure that SMEs and the Third Sector are able to compete for Council business and that system changes cater for SME and Third Sector need	Sara Williams	31/03/08	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Deliver an awareness and information event for SMEs and Third Sector by May 2007	Nick Walker	31/05/07	G Completed	
2. Monthly review of Procurement Forward Plan on the Intranet	Nick Walker	31/03/08	A On Target	
3. Ensure that proposals for system change consider SME/ Third Sector impact- March 2008	Nick Walker	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09f Use spend analysis to more effectively manage Council expenditure through demand management	Sara Williams	31/10/07	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Bi-annual updates issued May 2007 and October 2007	Nick Walker	31/10/07	A On Target	
2. Produce a list of product/ service priorities and supporting strategies by April 2007	Nick Walker	30/04/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09g Develop and implement sustainability policy for procurement	Sara Williams	31/12/07	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Launch sustainable procurement policy by April 2007	Nick Walker	30/04/07	G Completed	
2. Reach Level 1 of the flexible framework from the Simms Report by April 2007	Nick Walker	30/04/07	G Completed	
3. Achieve Level B1 of the Mayors Green Procurement Code by December 2007	Nick Walker	31/12/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09h Put in place measures to improve local employment opportunity through Procurement	Sara Williams	30/04/07	R 30%	Initiative launched through Comensura & Skillsmatch for agency staff. There are other ongoing initiatives.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Liaise with Skillsmatch and top 100 suppliers by spend- April 2007	Nick Walker	30/04/07	R Overdue	Contacting major suppliers about employment opportunities and apprenticeship schemes.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09j Gateway Review all procurement in excess of £250k in value	Sara Williams	30/06/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Enhance the procurement forward plan data to provide a programme and ensure reviews are captured and undertaken- June 2007	Nick Walker	30/06/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09k Put in place and report on the London Centre of Excellence procurement performance indicators and engage with benchmarking exercises	Sara Williams	30/04/07	R 30%	LCE performance indicators still being developed. TH part of the LCE team developing new PI's
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Quarterly review of Performance Indicators commencing April 2007	Nick Walker	30/04/07	R Overdue	See above.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09l Embedding of vendor managed service for agency staff	Sara Williams	31/05/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Savings realisation and process improvement to deliver £600k in 2007/08 rising to £700k in 2008/09 and £800k in 2009/10- report to Procurement Board May 2007	Nick Walker	31/05/07	G Completed	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.09m Further develop and embed the Children's Services commissioning unit to achieve better value for money and alignment across outsourced delivery	Kevan Collins	31/08/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Comprehensive web-based toolkit developed for commissioners and service managers by July 2007	Natalie Parish	31/07/07	G Completed	
2. Full commissioning team in place by August 2007	Natalie Parish	31/08/07	G Completed	
05.01.10 To improve the quality of the Council's risk management				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.10d Develop compliance checklist	Sara Williams	30/09/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Third tier managers to be trained in the use of checklists- 30th September 2007	Minesh Jani	30/09/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.10e Undertaking Directorate level review of compliance	Sara Williams	31/08/07	R 65%	Compliance review were not completed during the summer vacation due to holidays. To date, Resources and Chief Exec compliance reviews have been completed and the other directorates have been contacted to progress this It is expected to be completed by November 2007.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Review to completed in all directorates by August 2007	Minesh Jani	31/08/07	R Overdue	See above.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.10h Implement recommendations of the Audit Commission review of Risk Management	Sara Williams	30/09/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. All recommendations implemented in line with action plan by 30th September 2007	Minesh Jani	30/09/07	G Completed	
05.01.11 To improve levels of attendance and health and well-being of employees				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.11b Deliver high quality Occupational Health services to support managers to increase levels of attendance at work and reduce levels of sickness absence.	Martin Smith	31/05/07	R 60%	OH lead times for appointments and services in general have improved. Whilst the required actions have been implemented, a comprehensive OH Service review has been completed that identifies further service delivery improvements, hence the 60% completion rate.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Report to CMT and Corporate Human Resources Group on performance indicators on referrals, medical clearance, etc- May 2007	Deb Clarke	31/05/07	R Overdue	Limited report on volume of activity. More comprehensive reports are required in order to deliver statistical reporting and this requires development of IT systems. Recommendations have been given in the OH review report and currently awaiting agreement. This item to go back to CMT.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.11c Identify system requirements that support delivery of Occupational Health service and measures performance against Occupational Health standards	Martin Smith	31/05/07	R 50%	System requirements identified. Currently awaiting system development (as per OH Review Report). Again, this item will go back to CMT for input.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Revised School Occupational Health Contracts from May 2007- new OPAS system upgrade in 2007	Deb Clarke	31/05/07	R Overdue	School SLA's completed and operational from 1st October 2007. OPAS system upgrades - awaiting outcome from the OH Review Report.

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.11d Produce and deliver health promotions for 2007 which seek to improve the health and wellbeing of our staff	Martin Smith	30/04/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Programme to be published through Pulling Together and Managers' Briefing in April 2007	Deb Clarke	30/04/07	G Completed	
05.01.12 To enhance workforce and HR capacity				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.12a Use workforce planning to identify priority areas for LBTH to implement initiatives to 'grow its own' workforce of the future	Martin Smith	30/09/07	R 50%	Workforce development strategy now out for consultation. Will be completed by Dec 07.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Analysis of profile of current workforce such as key occupations and skills, and prepare for gaps and create flexibility in workforce in line with organisational change- September 2007	Deb Clarke	30/09/07	R Overdue	Questionnaire on current qualifications to be sent to all staff by Dec 07
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.12b Develop and update a children's workforce plan for LBTH	Martin Smith	30/04/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Conclude consultation with partners and develop new children's workforce strategy- recommendations to Corporate Equalities Steering Group and CMT April 2007	Deb Clarke	30/04/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.12c Develop joint working with Primary Care Trust and identify other possible joint initiatives with partner organisations to build capacity of human resources services	Martin Smith	30/09/07	R 50%	A number of joint initiatives are underway.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Joint working in HR with Primary Care Trust underway by April 2007, and explore local third and public sector organisations in LBTH that could work in partnerships to deliver HR solutions by September 2007	Deb Clarke	30/09/07	R Overdue	Action plans in place with National Minimum Data. Common core training to be provided through Tower Hamlets college linked to identified competency and performance identified through Children's Workforce Group and also linked to "Children's leaders and managers behaviours". A number of other initiatives for joint working have also been identified and identification of best practice commenced.
05.01.13 To support the delivery of excellent public services through the appropriate use of technology				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.13c Work with strategic partners on initiatives to empower the community and bridge the digital divide	Sara Williams	31/03/08	A 10%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. ICT capital programme bid for 2008/09 onwards agreed by the ICT Strategy Board by October 2007 and included within the overall corporate Capital Programme by January 2008	Jim Roberts	31/01/08	A On Target	
2. Ensure Building Schools for the Future (BSF) business case reflects residents' ICT aspirations, and meet all key milestones in line with BSF programme	Jim Roberts	31/03/08	A On Target	
3. Network strategy for the community developed by September 2007- strategy to include plans for Idea Stores, CCTV and support for SMEs	Jim Roberts	30/09/07	R Overdue	Links with overall Council network strategy which has been delayed due to restructuring in ICT. Revised date of Jun 08
4. Business case to be agreed by December 2007	Jim Roberts	31/12/07	R	Dependent on the above. Revised date of Sep 08.

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.13d Complete new ICT Working Environment in support of the Council's Accommodation and Flexible Working Strategies	Sara Williams	30/06/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Remaining 1500 users to be migrated over by June 2007	Jim Roberts	30/06/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.13e Ensure that ICT services are managed according to industry best practice by seeking accreditation to the appropriate international standards	Sara Williams	30/06/08	A 20%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Compliance Audit undertaken by December 2007	Jim Roberts	31/12/07	A On Target	
2. Accreditation to ISO 20000 standard achieved by May 2008	Jim Roberts	31/05/07	R Overdue	Due to the restructuring in ICT and changes to priorities, this has a revised deadline of 31st Dec 2008.
3. Accreditation to ISO 27001 standard achieved by June 2008	Jim Roberts	30/06/08	A On Target	
05.01.14 To develop internal communications that are targeted and purposeful				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.14b Review Pulling Together, to reduce costs and encourage greater interactivity with readers	Sara Williams	30/04/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Review by April 2007, on-line options to link with intranet EASY project	Charles Skinner	30/04/07	G Completed	
05.01.15 To ensure the efficient and effective use of Council accommodation resources				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.15a Continue the implementation of the Council's agreed Office Accommodation strategy	Sara Williams	31/12/07	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Delivery of the Corporate Accommodation Programme by July 2007- to generate estimated savings of £50,000 on energy efficiency	Claire Symonds	31/07/07	G Completed	
2. Facilities Management new organisational arrangements fully operational from December 2007	Claire Symonds	31/12/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.15b Improve energy use in Council office buildings	Sara Williams	31/07/07	R 50%	Discussions with landlord continuing on initiatives. Baselining work continuing.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Programme of no and low-cost measures identified and implemented by 31 July 2007	Claire Symonds	31/07/07	R Overdue	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.15c Ensure the Council's commitment and compliance with the Disabilities Discrimination Act (DDA) is reviewed and an action plan developed to respond to any requirements	Sara Williams	31/10/07	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Specialist contractor to complete survey of buildings against DDA criteria by June 2007	Claire Symonds	30/06/07	G Completed	
2. Programme of works developed and implemented by October 2007	Claire Symonds	31/10/07	R Overdue	Work programme has been developed and capital bid submitted for funding of works.

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05.01.16 To improve the use of the Council's property portfolio				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.16a Continue the implementation of the Council's agreed Office Accommodation Strategy to utilise current facilities and generate planned efficiency savings	Emma Peters	31/12/07	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Optimum medium-term Corporate Property Portfolio Requirement finalised by June 2007	Ian Brown	30/06/07	G Completed	
2. Phase II actions identified and implemented by August 2007	Ian Brown	31/08/07	G Completed	
3. First tranche of disposals programme completed by December 2007	Ian Brown	31/12/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.16c Develop the utilisation of the Community Buildings Portfolio	Emma Peters	30/09/07	R 10%	Information to inform the utilisation of Community assets is currently being collected. Bids to support the Quirk Review agenda are being prepared for submission.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Establish usage, requirements and identify redundant buildings with potential for disposal by July 2007	Ian Brown	31/07/07	R Overdue	Information to inform the utilisation of Community assets is currently being collected. Bids to support the Quirk Review agenda are being prepared for submission.
2. Bring forward refreshed policy by September 2007	Ian Brown	30/09/07	R Overdue	It is projected that a refreshed policy can be made available in April 08.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.16d Develop the IT enabled Corporate Asset Management Plan database	Emma Peters	30/09/07	R 0%	Project management of the IT enabled Corporate Asset Management Plan database commenced in Sept 07 and will continue to implementation in March 08.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. System selection confirmed May 2007	Dave Clark	31/05/07	R Overdue	
2. Database preparation completed by August 2007	Dave Clark	31/08/07	R Overdue	
3. System operational from September 2007	Dave Clark	30/09/07	R Overdue	
05.01.17 To increase the capacity of the Third Sector to participate in the planning and delivery of excellent public services				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.17b Monitor the methodology to measure the impact of Third Sector work on the outcomes for service users	Sara Williams	31/12/07	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Impact assessments developed by May 2007 and pilots agreed June 2007	Michael Keating	30/06/07	R Overdue	This action has been included in the Third Sector Strategy Action Plan for 2007/08 but not yet delivered. It has now been incorporated into the Level 5 Borough project that will consider the broader implications of the Equalities Impact Assessment process and how we can redefine it.
2. Review with recommendations for action by December 2007	Michael Keating	31/12/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.17c Develop Third Sector commissioning capacity within the Council	Emma Peters	29/02/08	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Proposals training and development programme by April 2007	Dave Clark	30/04/07	G Completed	
2. Recommendations for work with partners agreed July 2007	Dave Clark	31/07/07	G Completed	
3. Review of outcomes undertaken February 2008	Dave Clark	29/02/08	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.17d Implement a refreshed strategic framework for the funding relationship by: - Improved co-ordination of mainstream grants round;- Introduction of commissioning approach to allocation of Third Sector advice funding;- Embedded understanding across Council, Partnership and Third Sector	Emma Peters	31/03/08	A 25%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. New funding priorities agreed July 2007	Dave Clark	31/07/07	G Completed	
2. Grants recommendations agreed and implemented December 2007	Dave Clark	31/12/07	A On Target	
3. Agreement of priority needs and services by September 2007	Dave Clark	30/09/07	G Completed	
4. Implementation plan in place March 2008	Dave Clark	31/03/08	A On Target	
5. Review by Third Sector Steering Group shows widespread ownership and understanding by March 2008	Dave Clark	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.17f Draft a Compact for Park Friends' and similar environmental groups	Alex Cosgrave	31/10/07	A 65%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Officer group to finalise draft text by May 2007	Paul Martindill	31/05/07	G Completed	
2. Consultation with Park Friends' and similar groups June/ July 2007	Paul Martindill	31/07/07	G Completed	
3. Publicity programme and sign-up of groups by October 2007	Paul Martindill	31/10/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.01.17g Develop a Joint Programme of environmental projects and capacity building with Muslim Women's groups (Subject to outcome of 2006/07 LAA faith group initiative and 2007/08 funding)	Alex Cosgrave	31/03/08	A 70%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Engagement plan agreed by April 2007	Robin Beattie	30/04/07	G Completed	
2. Agenda agreed by May 2007	Robin Beattie	31/05/07	G Completed	
3. Development programme finalised by June 2007, with implementation by July 2007	Robin Beattie	31/07/07	G Completed	
4. Undertake a review of the programme from March 2008	Robin Beattie	31/03/08	A On Target	
05.02.01 To improve the co-ordination and responsiveness of services to better reflect local people's needs				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.01a Further develop the Partnership's approach to localisation, in the light of the Local Government White Paper and Bill	Lainya Offside-Keivani	31/07/07	R 60%	Approach is being agreed in line with the development of the Community Plan for 2020. The approach will be in place by March 2008.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Approach agreed by Cabinet by July 2007	Shazia Hussain	31/07/07	R Overdue	
05.02.02 To provide and co-ordinate the use of reliable information, research and analysis across the Council and the Partnership to inform effective decision making and evaluation				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.02a Further develop THIS Borough functionality and reporting	Sara Williams	31/03/08	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Develop greater ability of Area and Quick profiles and promote their availability by April 2007	Alan Steward	30/04/07	G Completed	
2. Increase number of registered users to 1500 by March 2008	Alan Steward	31/03/08	A On Target	
3. Evaluate use and user feedback and develop Forward Plan by July 2007	Alan Steward	31/07/07	R Overdue	Forward plan to Project Steering group in November 2007.
4. Develop sustainability strategy for post March 2008 by January 2008	Alan Steward	31/01/08	A On Target	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.02b Develop systems for more targeted information on performance and perceptions (communities and localities) and reporting to local people	Sara Williams	31/07/07	R 50%	Updated performance reporting to residents will be agreed at CMT/Cabinet in February 2008.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Plans for public reporting to be developed as part of current review of User Voice, Choice and Co-Production (milestones to be developed once Improvement Plan finalised- July 2007)	Alan Steward	31/07/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.02c Improve understanding of demographic trends and the nature of our local population and their implications for service development and delivery	Sara Williams	31/03/08	A 30%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Work with Core Data team to ensure standard Council wide address database used across Council by March 2008	Alan Steward	31/03/08	A On Target	
2. Review and disseminate Partnership work on new communities by June 2007	Alan Steward	30/06/07	G Completed	
3. Undertake additional research as identified by December 2007	Alan Steward	31/12/07	A On Target	
05.02.03 To support effective Member contribution				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.03a Develop new approach to role of ward councillors in view of Local Government White Paper and best practice	Sara Williams	30/11/07	A 66%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Government Commission on role of local councillors launched February 2007	John Williams	28/02/07	G Completed	
2. Respond to consultation- spring 2007	John Williams	31/05/07	G Completed	
3. Report- November 2007	John Williams	30/11/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.03b To establish and ensure achievement of Service Standards for dealing with Members' enquiries	Sara Williams	31/07/07	A 40%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Members' Enquiries Process Improvement Project: Project Initiation Document (PID) and baseline data agreed March 2007	John Williams	31/03/07	G Completed	
2. Launch guidance and Members' Hotline- April 2007	John Williams	30/04/07	R Overdue	Ongoing. Hotline to start Pilot in November 2007
3. Introduce standard process- April 2007	John Williams	30/04/07	R Overdue	Ongoing. Draft under consultation
4. Launch cross-departmental Member's Enquiry Quality Forum- April 2007	John Williams	30/04/07	G Completed	
5. Improvements to Siebel system- July 2007	John Williams	31/07/07	R Overdue	Ongoing. Release for Phase 1 expected 5th November. Phase 2 expected 14th January 2008.
05.02.06 To improve access to services				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.06a Develop a Corporate Customer Access Strategy, based on user choice customer preferences and demands	Sara Williams	30/06/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Strategy and action plan agreed by June 2007	Claire Symonds	30/06/07	G Completed	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.06c Establish targets and measures to encourage greater take-up of e-enabled channels of service delivery	Sara Williams	31/07/07	R 50%	Dependant on EASy Project and relaunch of web site which has been delayed to spring 2008 due to technical issues.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Target and robust measurement mechanisms in place by July 2007	Claire Symonds	31/07/07	R Overdue	
2. Take-up action plan implemented by July 2007	Claire Symonds	31/07/07	R Overdue	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.06d Develop and implement a strategic approach to the handling of face to face contact across the Authority	Sara Williams	31/07/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Strategy and action plan agreed by July 2007	Claire Symonds	31/07/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.06e Continue to develop the Council's website and intranet to develop their use as prime access channels for both internal and external customers	Sara Williams	31/12/07	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Implementation of Content Management System by April 2007	Claire Symonds	30/04/07	G Completed	
2. Intranet to be re-launched by April 2007	Claire Symonds	30/04/07	G Completed	
3. Web Strategy implemented by July 2007	Claire Symonds	31/07/07	G Completed	
4. Internet enhancements implemented by December 2007	Claire Symonds	31/12/07	A On Target	
5. Short Message Service (SMS) capability implemented by September 2007	Claire Symonds	30/09/07	R Overdue	Initial discussions held with Global Crossing/Siemens around integrating with telephony systems; service providers being sourced.
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.06f Continue to develop the call centre approach to maximise benefit from investment in Customer Relationship Management (CRM) technology	Sara Williams	31/03/08	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Further suitable services for integration into the call centre approach to be identified by July 2007 with implementation by March 2008	Claire Symonds	31/03/08	A On Target	
2. Target and robust measurement methods for first time resolution of service contacts in place by July 2007	Claire Symonds	31/07/07	R Overdue	By end December 2007 following implementation of automated customer satisfaction survey system. All contact centre targets currently being reviewed through PRG
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.02.06g Establish targets and monitoring/measuring methodologies for customer satisfaction with service contacts	Sara Williams	31/07/07	R 80%	Automated customer satisfaction survey system in place November 2007
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Target and robust measurement methods in place by July 2007	Claire Symonds	31/07/07	R Overdue	
2. Call quality monitoring strategy and improvement plan in place by July 2007	Claire Symonds	31/07/07	G Completed	
05.03.01 To promote and support community cohesion across all communities				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.01a Extend the role of the Bridging Communities project	Sara Williams	30/06/07	R 75%	Project outcomes have been used within a range of other pieces of work. Action Plan is currently being developed alongside consideration of the report from the Commission on Integration and Cohesion and the government's response to it.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Report on pilot project with action plan developed by June 2007	Michael Keating	30/06/07	R Overdue	

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Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.01b Implement agreed approach to more systematic tension monitoring	Sara Williams	30/09/07	G 100%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Monthly 'Gold Group' meetings in place with review of effectiveness- September 2007	Michael Keating	30/09/07	G Completed	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.01d Commission further research to understand extent of demand for support for English language learning	Sara Williams	30/09/07	R 0%	This work has been delayed due to a range of other developments including research on the nature of new communities locally, the report from the Commission on Integration and Cohesion and the government's response to it as well as the refresh of the Community Plan. Within the Overview and Scrutiny work programme the Scrutiny Lead for Excellent Public Services will be undertaking a piece of work possibility with a neighbouring borough to explore provision of English language learning. No new target date has therefore yet been set although this will remain a key issue within the broad community cohesion agenda.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Brief agreed by end of April 2007	Michael Keating	30/04/07	R Overdue	
2. Commissioned by June 2007	Michael Keating	30/06/07	R Overdue	
3. Report by September 2007	Michael Keating	30/09/07	R Overdue	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.01f Continue to strengthen partnerships between children and young people and faith institutions, developing children and young people's involvement in the Interfaith Forum by March 2008	Kevan Collins	31/03/08	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Inter-faith projects evaluation reports completed July 2007	Anthony Walters	31/07/07	G Completed	
2. 100% of schools implement disability and gender equality schemes March 2008	Anthony Walters	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.01h Continue to combat racism and all forms of discriminatory behaviour by continuing the roll out of all diversity awareness training and reporting of racist incidents and other hate crimes by March 2008	Kevan Collins	31/03/08	A 55%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Revise and distribute guidelines on dealing with racist incidents to include all forms of discriminatory incidents to ensure consistency across Children's Services by October 2007	Anthony Walters	31/10/07	A On Target	
2. Devise new training workshops for schools by September 2007	Anthony Walters	30/09/07	G Completed	
3. Run 10 workshops by March 2008	Anthony Walters	31/03/08	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.01j Disability and gender equality schemes in place	Kevan Collins	30/04/08	A 50%	Re-structuring of teams has led to different lead officer responsibilities for this activity. To be re framed to monitor & review the Children's Services contribution to the Council's equality schemes in relation to race, disability, gender, ensuring that teams incorporate targets into their team plan.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Commence reviews of existing equalities schemes, monitor information to identify actions and inform work around disability and gender for young people from April 2007	Anthony Walters	30/04/07	G Completed	
2. Set specific targets for teams to ensure that young females and young people with a disability receive an enhanced level of service from April 2008 across Children's Services	Anthony Walters	30/04/08	A On Target	

Red **R**
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 Green **G**

Excellent Public Services

05.03.03 To ensure a strategic approach across services to consultation with the public				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.03a Revise the partnership consultation framework in light of the User Voice, Choice and Co-Production review	Lainya Offside-Keivani	31/10/07	A 90%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Revised framework by July 2007	Susan Ritchie	31/07/07	R Overdue	The framework is being revised and should be launched and implemented, in line with the relaunch of the intranet, in the new year. Dates are in the process of being revised, but it is expected to be completed in the new year.
2. Roll out through workshops and outreach sessions with service providers by Autumn 2007	Susan Ritchie	31/10/07	A On Target	
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.03.03b Build on good practice to maximise the impact of consultation and involvement exercises	Lainya Offside-Keivani	30/04/08	A %	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Number of joint consultation events increased by April 2008	Susan Ritchie	30/04/08	A On Target	
2. Training opportunities extended to all partners by September 2007	Susan Ritchie	30/09/07	On Target	Due to long-term illness there is no monitoring available for this milestone.
3. Report on proportion of consultation exercises completing the cycle of consultation by April 2008	Susan Ritchie	30/04/08	A On Target	
05.04.01 To ensure that the Council operates to the highest standards of equalities practice				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.04.01b Refresh the Equality Action Plan with specific links to Equality Schemes (Gender, Race and Disability) and age, faith, and sexuality regulations and guidelines	Sara Williams	31/10/07	A 50%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Equality Action Plan published June 2007	Michael Keating	30/06/07	R Overdue	The Action Plan was delayed to incorporate the requirements of the revised Equality Standard for Local Government as well as the Disability and Gender Equality Duties which came into force during 2006/07. Cabinet agreed the Diversity and Equality Action Plan in September 2007.
2. 6 monthly monitoring in October 2007 confirms targets are on track	Michael Keating	31/10/07	A On Target	
05.04.02 To support the Tower Hamlets Partnership in ensuring that it engages effectively with all communities in the borough				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.04.02a Work with Third Sector partners to implement Stronger Communities strand of Local Area Agreement	Lainya Offside-Keivani	31/03/08	A 60%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Delivery Plans agreed with Third Sector partners and approved by EPS March 2007	Lainya Offside-Keivani	31/03/07	G Completed	
2. Quarterly monitoring reports against milestones and targets to EPS	Lainya Offside-Keivani	31/03/08	A On Target	
3. Quarterly monitoring reports show increased participation from targeted communities	Lainya Offside-Keivani	31/03/08	A On Target	
05.04.03 To improve the extent to which the workforce reflects the community				
Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.04.03c Introduce new Aspiring Leader Programme for targeted staff in middle-grade posts (especially BME and disabled staff), to develop leadership skills through an accredited management development programme, secondments, placements and project work	Martin Smith	31/12/07	A 75%	
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. First programme starts early 2007 with progress supported by mentors and coaches from outside individual work areas	Deb Clarke	30/04/07	R Overdue	Currently identifying and training Coaches (Coaches to receive ILM accreditation)
2. Progress reported to CMT December 2007	Deb Clarke	31/12/07	A On Target	

Red **R**
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 Green **G**

Excellent Public Services

Action Required	Lead officer	Deadline	Mid Year Status	Mid Year Comments
05.04.03g Develop and implement a package of initiatives targeting under-represented groups in the school workforce	Kevan Collins	30/09/07	R 50%	We have set a target of a 1% increase year on year for recruiting BME teachers. We are undertaking a Training Needs Analysis across Children's Services. We are also employing a Workforce Development Officer to take on part of that work to build a better picture across the service. A range of routes in to teaching have been publicised and currently there are 3 people of Somali heritage who are benefiting from this.
Progress Milestone	Lead Officer	Deadline	Key Activity Status	Comments
1. Package of incentives publicised (July 2007) and taken up by 5 Somali young people wishing to train as teachers by September 2007	Anthony Walters	30/09/07	G Completed	

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TH Index August – September monitoring 2007

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP101</u>	Wounding: number of violent crimes (common assault plus ABH/GHB) per 1000 population	22.9	11.37	10.5	20.15	Lower	RED	Andy Bamber
<p>Comments: This indicator includes key crime areas such as Grievous Bodily Harm (GBH), Actual Bodily Harm (ABH) and Common Assault. The Partnership target for this indicator is extremely stretching and equates to a 17% reduction on last year's outturn. Though we have currently obtained significant gains - an 8.6% reduction when compared in the same period last year - we are still some way from meeting this target. The key hot spot areas are around public places and transport hubs and resources have been earmarked to target these areas. The partnership is committed to reducing violence crime through an array of tactics including targeted enforcement, licensing, school engagement, youth activities and awareness raising.</p>								
<u>SP104</u>	Increased number of under 18s accessing drug treatment	711	677	531	732	Higher	GREEN	Andy Bamber
<u>SP105</u>	Reduction in overall crime rate (BCS Comparator Offences)	18592	9179	9054.5	18109	Lower	AMBER	Andy Bamber

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: We are slightly off target for this indicator to the end of September 2007. However we have established a downward trajectory for overall crime and are confident of reaching our target by the end of the financial year. Overall we have seen a 4.6% decrease in crime in the year to date. Successes include a 5.9% decrease in robbery, a 1.1% decrease in residential burglary (on top of a 22% decrease last year), a 7.5% decrease in criminal damage and an 8.6% decrease in wounding.</p>								
<u>SP108</u>	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	22.0	24	12	12.0	Lower	RED	John Palmer
<p>Comments: This indicator is calculated from 3 surveys conducted over the year. Analysis of the first survey has shown problems with slightly substandard detritus scores particularly around industrial areas and high density housing. This is now being targeted through an Attention to Detail (ATD) programme which involves Housing, RSLs, Parks and the LETS teams. There will also be weekly inspections by LETs Supervisors, and Veolia Supervisors will provide focus on ATD issues regarding contractor performance in Street Cleansing. It is expected that performance will improve in the remaining two surveys but may not do so enough to meet the overall target.</p>								
<u>SP111</u>	Percentage of household waste which has been sent by the authority for recycling.	11.72	12.82	16	22.00	Higher	RED	John Palmer

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: Recycling has risen significantly from 7.10% 2003/04, 7.35% in 2004/05, 8.84% in 2005/06 to a cumulative outturn of 13.07% in September. A recycling improvement plan has been in place since April 07 and implementation is on target. Monthly recycling levels of 13-14% are now being achieved and continuing this rate of improvement will mean a 20% improvement from last year in the cumulative recycling figure. This increase in recycling is significant for the Council but will be unlikely to reach the statutory target by the end of year.</p>								
<u>SP203</u>	Percentage of urgent repairs completed in government time limits	96.59	98.28	96.7	97.2	Higher	GREEN	Maureen McEleney
<u>SP204</u>	Average time taken to re-let local authority housing.	34.3	39.15	35	31	Lower	AMBER	Maureen McEleney
<p>Comments: The introduction of a new IT lettings system together with a number of long term voids finally coming forward for letting has resulted in a deterioration of results. Corrective action is being undertaken to ensure that results improve. Actions include better central focus of lettings, daily checks on the current status of all voids. These actions should enable the target to be met.</p>								
<u>SP205</u>	Percentage of residents satisfied with the Council's repairs service	90.22	83.49	91	91	Higher	AMBER	Maureen McEleney

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: Collection of results is now undertaken independently. September is the first month that results have been collected externally and analysis is being undertaken to see why figures differ from the previous system.</p>								
<u>SP210</u>	Average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	3.67		3.6	3.50	Lower		Colin Cormack
<p>Comments: A new IT system has been introduced and this requires further work to extract the data. The data should be available for the next reporting cycle.</p>								
<u>SP211</u>	Number of supported admissions of older people to permanent residential and nursing care per 10,000 population aged 65 or over (formerly C26).	74.6	35.89	35	70	Lower	AMBER	Luke Addams

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: The figure for SP211 is marginally higher than the estimate (below target) but the margin accounts for less than two new admissions out of 63. We remain very comfortably in the top band.</p>								
<u>SP212</u>	Adult and older clients receiving a review as a percentage of those receiving a service.	84.9	43.6	43	86	Higher	GREEN	Luke Addams
<u>SP214</u>	Percentage of child protection cases which should have been reviewed during the year that were reviewed.	100	100	100	100	Higher	GREEN	Kamini Rambellas
<u>SP215</u>	Percentage of children looked after at 31 March with three or more placements during the year	10.95	11.5	10.47	10.00	None	AMBER	Kamini Rambellas
<p>Comments: 6.7 is the 6 monthly monitoring figure (Apr-Sept 07). We are on target at present to achieve the target on stability, but this is an indicator that is very vulnerable to volatility. This target is monitored very closely and systems are in place for reviewing the relevant cohorts and practice. 11.5 is the Sept 07 figure, while it was 11.96 in Sept 06</p>								

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP218</u>	Average time for processing new housing benefit and council tax benefit claims (days).	28.49	23.8	28.3	28	Lower	GREEN	Maureen McEleney
<u>SP301</u>	Percentage of major planning applications determined within 13 weeks.	38.33	47.37	60.00	60.00	Higher	RED	Mike Keily
<p>Comments: Although the interval target is currently unmet, performance continues to improve on the 2006/7 outturn; this is despite the disproportionately high number of major strategic proposals being submitted in the Borough. The reasons for not achieving the interval target are as follows: There remain a very high proportion of major determinations that relate to extremely old cases, some of which have required detailed S106 agreements, which have taken a long time to conclude. We have been working in partnership with both internal and external legal services to ensure more effective negotiation of S106 agreements. However this process has impacted on performance. We are now dealing with an increasing number of very large applications. Tower Hamlets makes up almost a third of Inner London's strategic applications according to figures provided by the Greater London Authority. It is extremely difficult to determine these very large applications within the target of 13 weeks due to the nature of consultation, referral and environmental impact assessment requirements. We are one of a small number of local authorities working with English Partnerships to assess how very large applications can be managed so that they do not have a detrimental impact on efficiency of determinations. There remains a high level of staff turnover during the review period, as private sector companies have been more aggressive and competitive in the market. Although we continue to undertake a rigorous recruitment process there have been inevitable performance issues arising from hand-over and capacity building. This indicator is proposed to be deleted under White Paper proposals as the Government accepts the target is unrealistic for very major applications.</p>								
<u>SP302</u>	Percentage of minor	80.49	83.33	80.37	80.5	Higher	GREEN	Mike Kiely

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
	planning applications determined in 8 weeks.							
<u>SP303</u>	Percentage of other planning applications determined in 8 weeks.	84.18	86.65	88.28	88.30	Higher	AMBER	Mike Kiely
<p>Comments: Government's target on this indicator is 80%. Most authorities perform well due to the high proportion of householder applications that are easy to fast-track and make up the majority of caseloads within BV109c. In LBTH we have very few householder applications and therefore this indicator will always be very challenging for us to achieve top quartile performance in. We continue to work hard to do so. We are improving the pre-application part of the process to raise the quality of the applications we receive so that we can process them more efficiently. Work is also underway to improve the quality of advice that we provide, both in reception and via the Internet, so that users of the service are better informed about what they need to do in order to use it effectively. Performance management of caseloads have also been significantly improved and cases are now much better managed to ensure that performance is maximised</p>								
<u>SP304</u>	Number of businesses / social enterprises assisted to improve their performance	43	38	32	40	Higher	GREEN	Jackie Odunoye
<u>SP306</u>	Percentage of young people in Tower Hamlets aged 16-18 not in education, employment or training	10.8	13.6	15.2	8.2	Lower	GREEN	Mary Durkin

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP307</u>	Number of people aged 24 and under in receipt of Jobseekers Allowance (and not on New Deal) helped into paid employment of over 16 hours a week for at least 13 consecutive weeks or more	139	71	49	250	Higher	GREEN	Jackie Odunoye
<u>SP308</u>	Percentage of young people in Tower Hamlets aged 18 - 25 claiming unemployment-related benefits	20.7	20.9	16.3	16.0	Lower	RED	Jackie Odunoye
<p>Comments: This figure is still increasing indicating this is still a challenging issue. Whilst services such as Skillsmatch, Tower Hamlets College and the Community Hubs continue to offer solutions and create effective pathways into sustainable employment for young people this is small scale compared to mainstream funding. Mainstream funding is still linked to national targets and not to addressing specific local issues. As City Strategy pilots commence within the next 6 months to a year it may be possible to further influence mainstream programmes</p>								
<u>SP309</u>	Percentage of local residents claiming unemployment-related benefits	8.6	8.2	8.0	8.0	Lower	RED	Jackie Odunoye

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: In line with national figures the figure has decreased slightly. Steady supply of jobs available – some, particularly those in the Hospitality Leisure Travel and Tourism sectors are hard to fill.</p>								
<u>SP310</u>	Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium	1354	800	866	1400	Higher	AMBER	Jackie Odunoye
<p>Comments: Steady supply of jobs available – some, particularly those in the Hospitality Leisure Travel and Tourism sectors are hard to fill.</p>								
<u>SP404a</u>	Improved overall attendance rates at primary school (proxy for LAA 601 & 602)	93.39	94.54	95.50	95.50	Higher	RED	Helen Jenner
<p>Comments: Attendance rates at primary school level have significantly increased from previous years but the ambitious target has not been met. There is a cross borough action plan to address attendance. New data will be available in November 2007</p>								

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP404b</u>	Improved overall attendance rates at secondary school (proxy for LAA 601, 602 & 603)	92.48	92.73	93.00	93.00	Higher	AMBER	Helen Jenner
Comments: Attendance rates have improved at secondary school level although does not meet the ambitious target. There is a cross borough action plan to address attendance. New data will be available in November 2007								
<u>SP405a</u>	Unauthorised absence rates - primary (proxy for 601, 602 & 603)	1.24	1.19	0.95	0.95	Lower	AMBER	Helen Jenner
Comments: Unauthorised absence rates at primary level have reduced slightly; we have not yet met our target. Absence codings have changed enabling Local authorities to analyze reasons for absence so once the National Coded data is available this will enable us to complete more accurate benchmarking against other authorities. New data will be available in November 2007								
<u>SP405b</u>	Unauthorised absence rates - secondary	2.05	1.89	1.90	1.90	Lower	GREEN	Helen Jenner
<u>SP408</u>	Number of under 16s who are active users of the Idea Stores and libraries	13473	12834	19,272	19272	Higher	RED	Ian McNicol

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: In order to meet the annual target for 2007/08, the Idea Store Service will need to recruit 6,000 more under 16s who are active users by the end of March 2008. This is a very challenging target as it represents 43% of the total population of under 16s in the borough. An extensive programme of activities for consultation with under 16s has been put in place to enable the service to meet the target by the end of the financial year. Active tracking of under 16s is also underway to improve retention e.g. following up children who have joined once but discontinued use and letters have been written to those with overdue items to inform them of the fines amnesty. Improvements in the number of under 16 active users are expected but the service is unlikely to meet the target by March.</p>								
<u>SP409</u>	Total number of library items issued to under 16s - Enhancing young people	266,303	145,554	198,500	317,000	Higher	AMBER	Ian McNicol
<p>Comments: The trend in issues at the end of September shows that very high numbers of children's issues are taking place. At the end of September, the issues reached 46% of the annual target which indicates that the service is likely to achieve upwards of 300,000 issues in the year (compared to 266,303 last year). This will further improve with improved supplies of children's books direct to the Idea Stores and libraries plus an extensive programme of activities to encourage children to read and borrow books.</p>								
<u>SP410</u>	Number of young people under 16 attending study support sessions - enhancing young people	750	373	320	765	Higher	GREEN	Ian McNicol
<u>SP411</u>	Total number of under	1741	699	650	1,760	Higher	GREEN	Ian McNicol

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
	19s completing a course in Idea Stores, libraries and learning centres - enhancing young people							
Comments: It is expected that this target will be met by March 08.								
<u>SP412</u>	Number of physical visits to public library premises per 1000 population	9,182.00	4,630	4,941	9,881.07	Higher	RED	Ian McNicol
Comments: Visitor numbers during September were higher at all sites than in the same period last year. Bethnal Green Library attracted 2,010 more visitors during the month compared to the same period last year. This is as a direct result of management action to refresh the library and its children's area. The remaining 2 library sites are unable to attract the high numbers of visits seen in the 4 Idea Stores. Overall there have been 65,492 more visits than by this period last year and the visits are closer to target. A comprehensive programme of activities and PR over the next 6 months will ensure further improvement from last year. However the scale of addition usage required to meet the target (285,726 extra visits) makes it unlikely that the target will be achieved.								
<u>SP501</u>	Budget Performance	-2536000	-200000	0	0	Lower	GREEN	Alan Finch
<u>SP505</u>	Number of working days/shifts lost to sickness absence per employee.	7.92	8.79	7.85	7.75	Lower	AMBER	Deb Clarke

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<p>Comments: The actual figure for this period is 8.28. The published figure of 8.79 has been increased by 6.22% on number of sick days in the monitoring period due to management not completing the monthly sickness return. Robust actions from Human Resources have already reduced the non completeness from 10.30% to 6.22%. In addition, sickness management procedures are in place to ensure this PI will achieve 2007/8 target.</p>								
<u>SP506</u>	Percentage of Undisputed Invoices Paid on Time	91.87	85.92	93.75	96	Higher	AMBER	Paul McDermott
<p>Comments: The review of payments processes will be completed during the next few weeks. Individual and team targets have been already been introduced and the team have been focused on performance outcomes. Significant improvements are anticipated by the end of November.</p>								
<u>SP509</u>	Increased attendance at Local Area Partnership events	5202	awaiting	4430	5250	Higher		Shazia Hussain
<p>Comments: As part of the Partnership Community LAP events to engage local people, a large event was organised in partnership with St Barnabas Festival and equalities data was collated from over 2000 people. One of the key aims of this exercise was to analyse the data to see how cohesion and public events are linked together. This piece of work has been commissioned to UEL who are still in the process of analysing the data but it is hoped that this will be available in the next month.</p>								

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP510</u>	% of telephones answered within the customer promise standard	69	69.46	71.0	77	Higher	AMBER	Claire Symonds
<p>Comments: Both monthly performance and the cumulative figure for the year to date continue to show steady improvement. The monthly figure for September was 73.43% of calls answered within target. This contributed to a year-to-date figure of 69.46%, which remains, however, marginally below the projected figure of 71%. 95% of all calls made to Council Hot Lines in September were answered.</p>								
<u>SP511</u>	% of letters responded to within customer promise standard	N/A	77.7	90	90	Higher	AMBER	Claire Symonds
<p>Comments: Figures are for Development & Renewal (exc Housing) only. Corporate Correspondence Sampling initiative, including quality checking, being introduced by Customer Access during October 2007.</p>								
<u>SP512</u>	% of calls handled by the customer contact centre	N/A	38.7	42	45	Higher	AMBER	Claire Symonds
<p>Comments: The increase in this indicator for September reflects the fact that internal calls are now excluded from the reporting statistics.</p>								

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP513</u>	Percentage of complaints completed in time - Council as a whole - Stage 1	65	67	71	80	Higher	AMBER	Ruth Dowden
<p>Comments: % in time is rising and the gap between actual and incremental monthly target is closing. However, some directorates still need to do more to close the gap</p>								
<u>SP515a</u>	Percentage of attendees at LAP events who are from targeted communities: BME residents	54	awaiting	48	48	Higher		Shazia Hussain
<p>Comments: As part of the Partnership Community LAP events to engage local people, a large event was organised in partnership with St Barnabas Festival and equalities data was collated from over 2000 people. One of the key aims of this exercise was to analyse the data to see how cohesion and public events are linked together. This piece of work has been commissioned to UEL who are still in the process of analysing the data but it is hoped that this will be available in the next month.</p>								
<u>SP515b</u>	Percentage of attendees at LAP events who are from targeted communities: Bangladeshi residents	39	awaiting	33	33	Higher		Shazia Hussain

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
Comments: As above.								
<u>SP515c</u>	Percentage of attendees at LAP events who are from targeted communities: Somali residents	5	awaiting	5	5	Higher		Shazia Hussain
Comments: As above.								
<u>SP515d</u>	Percentage of attendees at LAP events who are from targeted communities: Young residents (16 - 25)	35	awaiting	15	15	Higher		Shazia Hussain
Comments: As above.								
<u>SP516</u>	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	15.26	16.87	16.5	18.00	Higher	GREEN	Deb Clarke

Appendix 2

PI Ref No	Description	Outturn 06/07	Sep Actual	Sep Estimate	Annual Target	Preferred Outcome	Traffic Light	Responsible Officer
<u>SP517</u>	Percentage of top 5% of earners of Local Authority staff that are women.	53.21	52.63	50	50	Higher	GREEN	Deb Clarke

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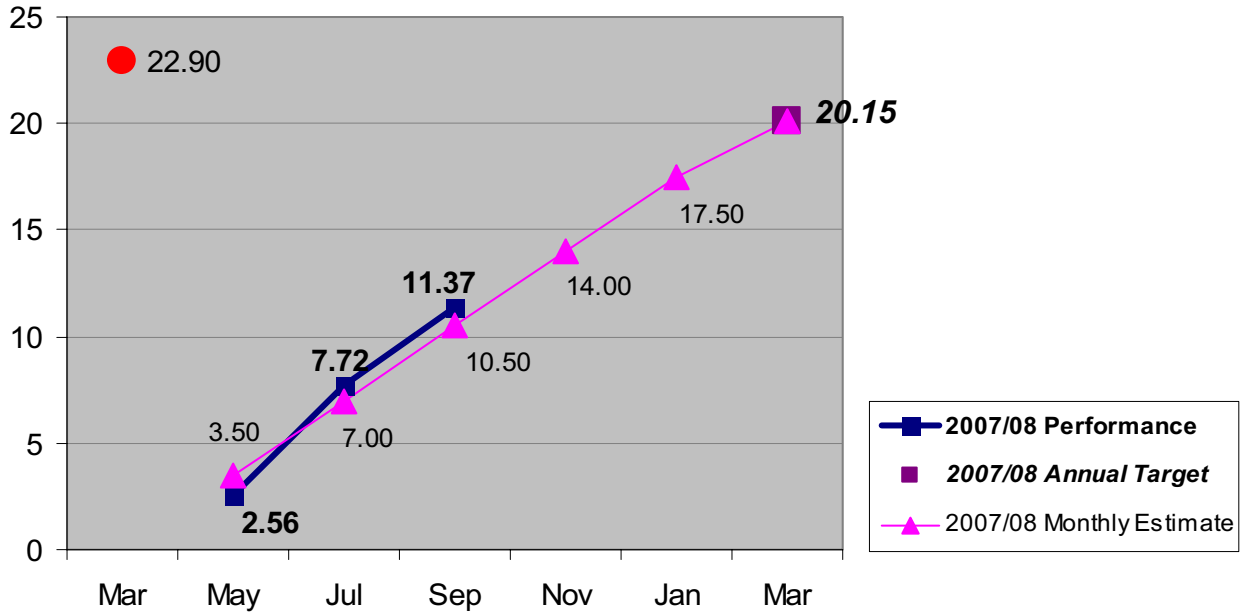
**Tower Hamlets Index
Performance Charts
August - September 2007**

Traffic Light

RED

Lower Performance is better

SP101 - Number of violent crimes (common assault Plus ABH/GHB) per 1,000 pop.

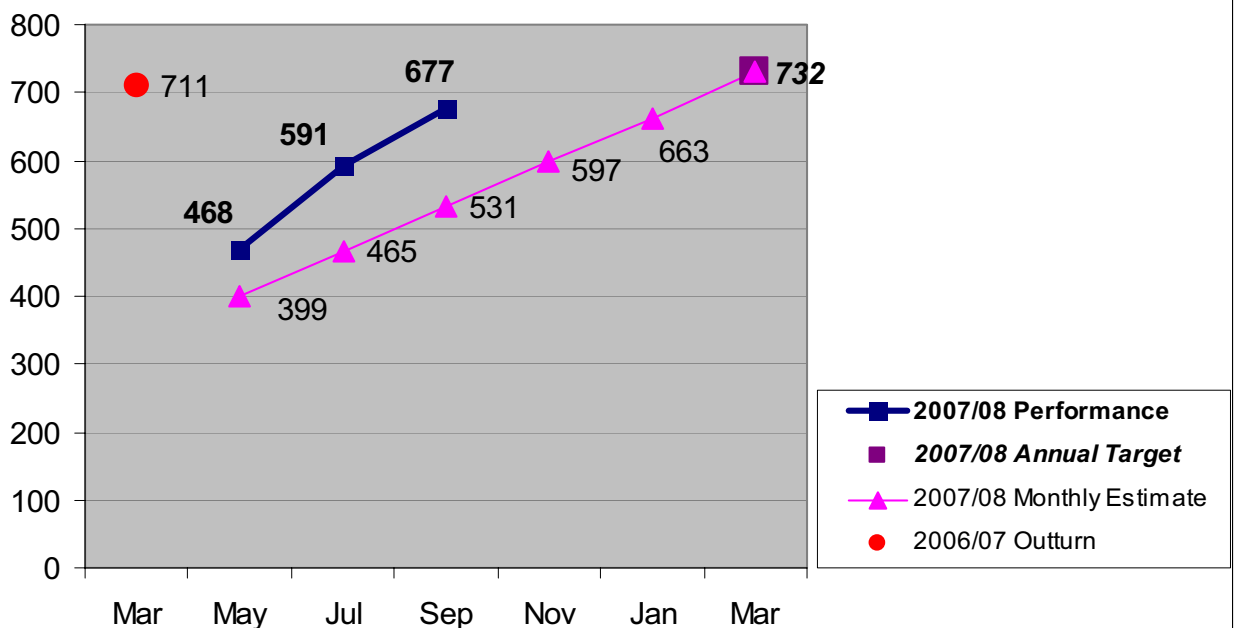


Traffic Light

GREEN

Higher Performance is better

SP104 - Increased number of under 18s accessing drug treatment

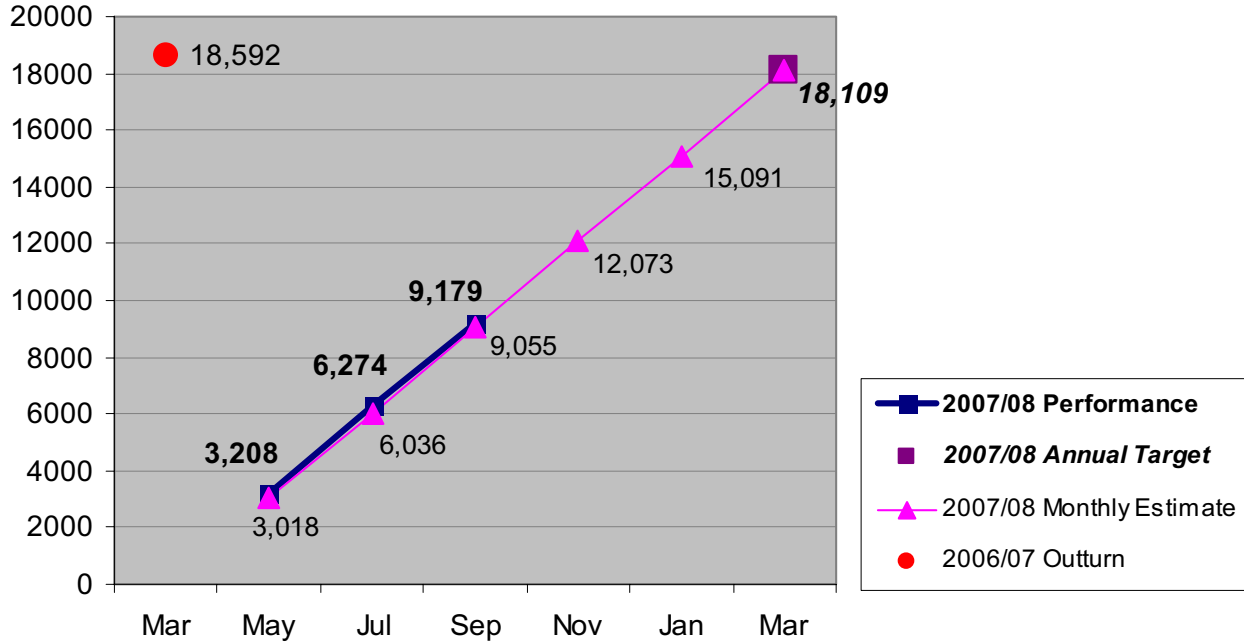


Traffic Light

AMBER

Lower Performance is better

SP105 - Reduction in overall crime rate (BCS Comparator Offences)

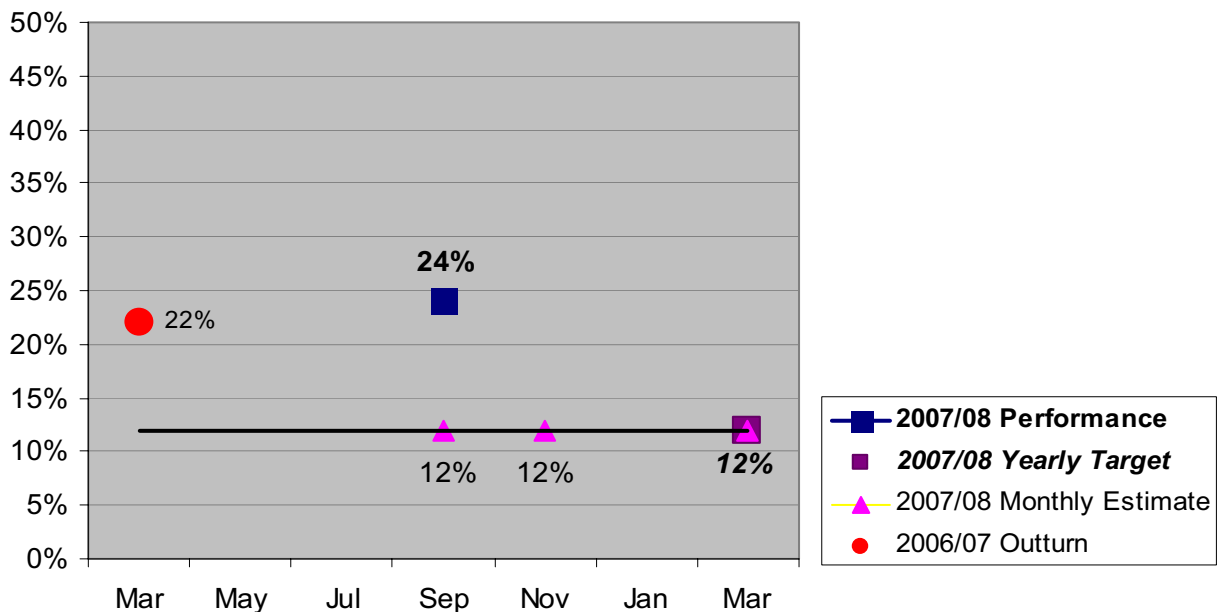


Traffic Light

RED

Lower Performance is better

SP108- The proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level

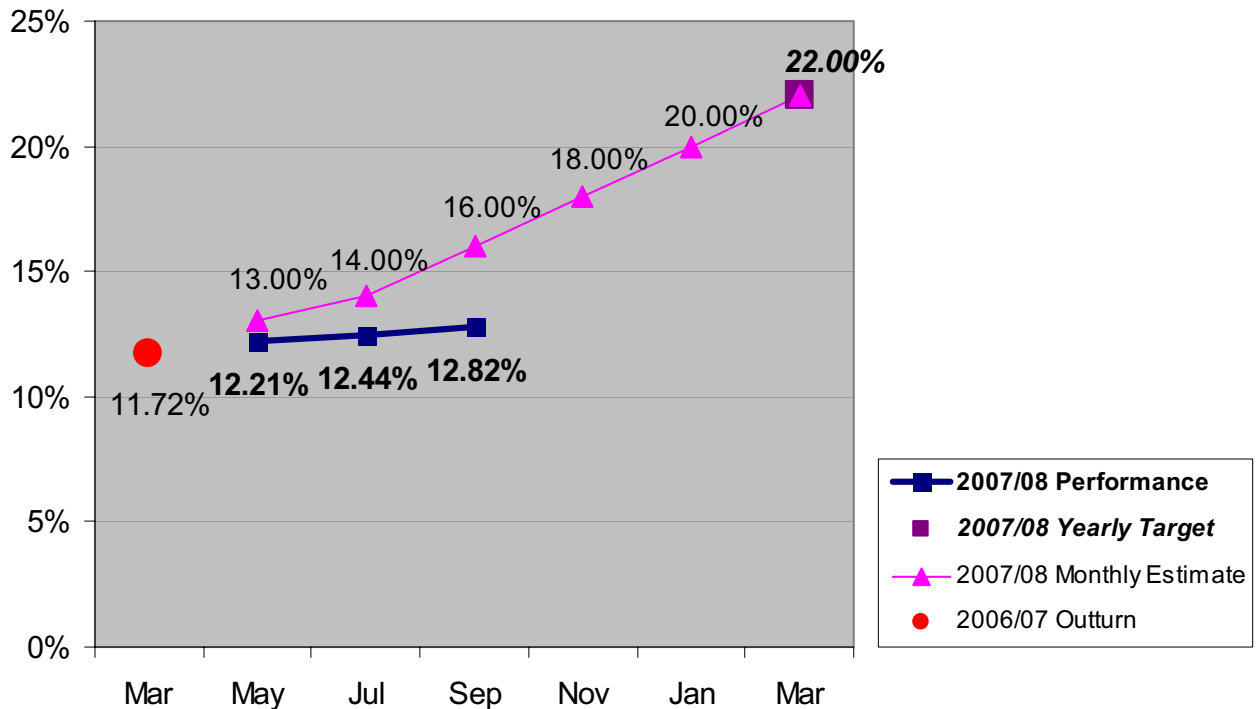


Traffic Light

RED

Higher Performance is better

SP111 - Percentage of household waste which has been sent by the authority for recycling

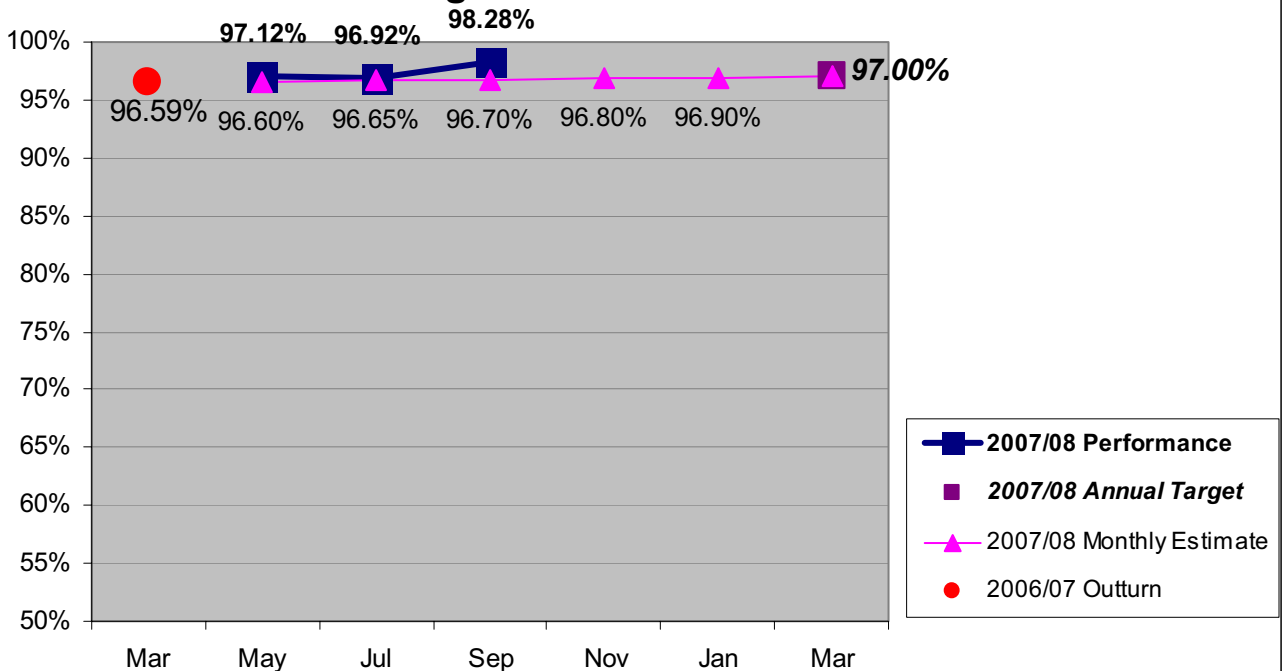


Traffic Light

GREEN

Higher Performance is better

SP 203- % of urgent repairs completed in government time limits

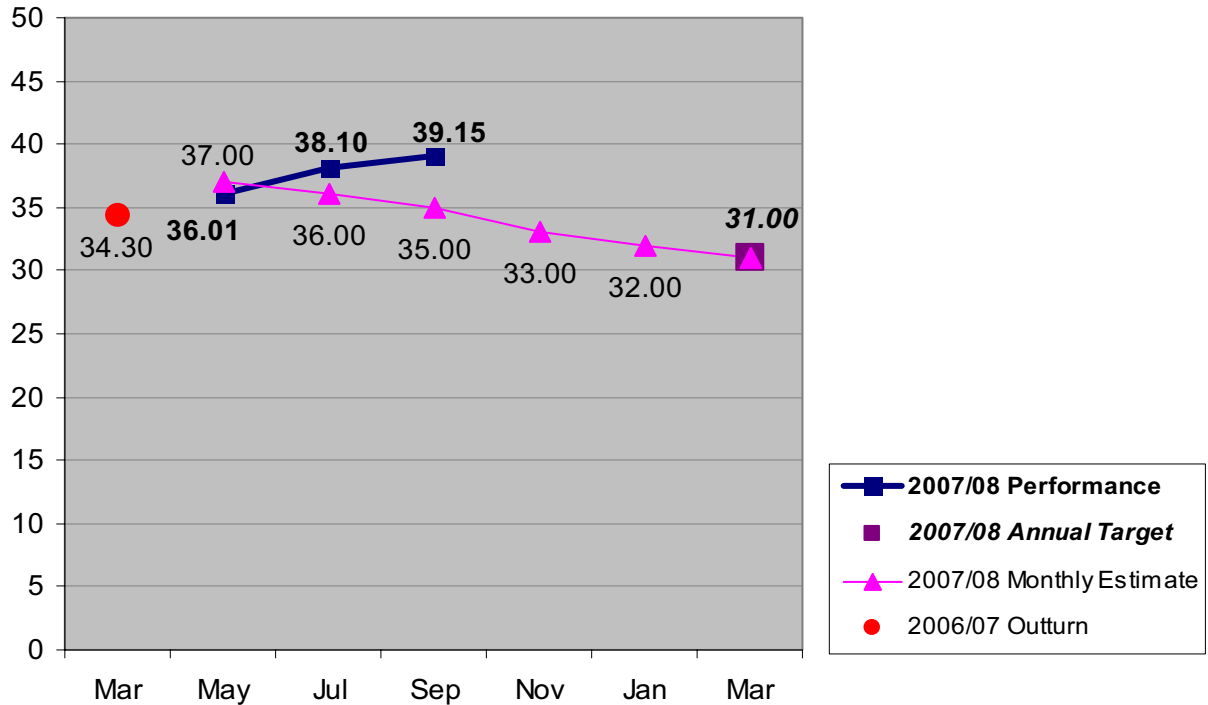


Traffic Light

AMBER

Lower Performance is better

SP204 - Average re-let time for local authority dwellings (days)

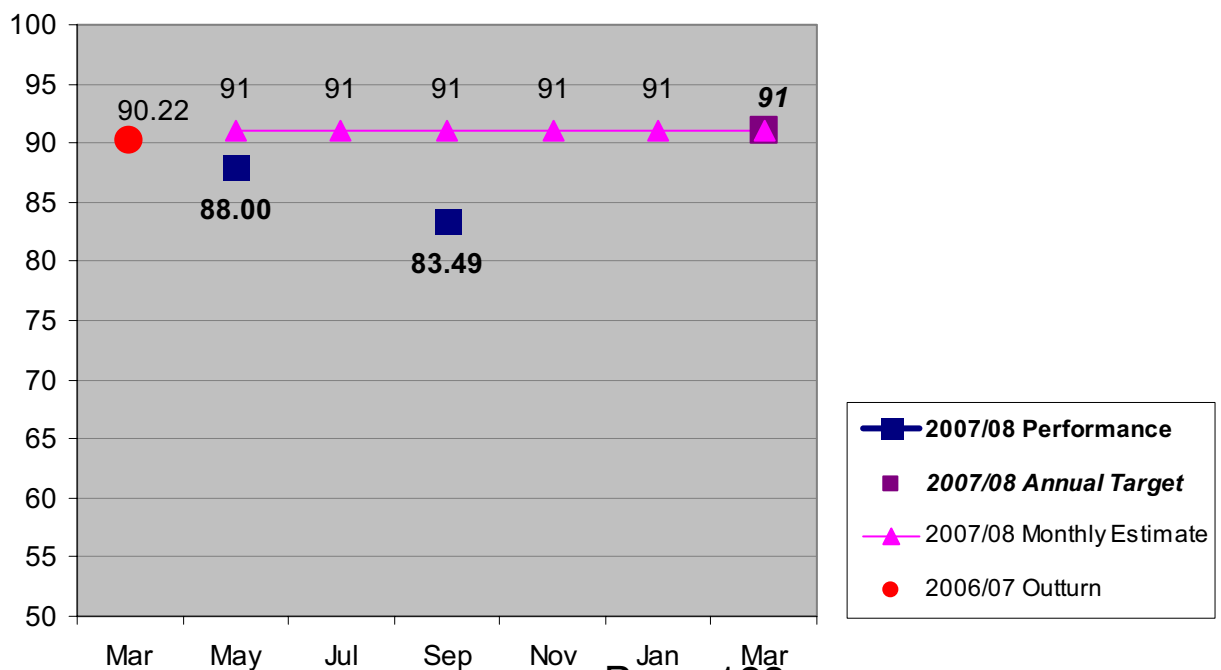


Traffic Light

AMBER

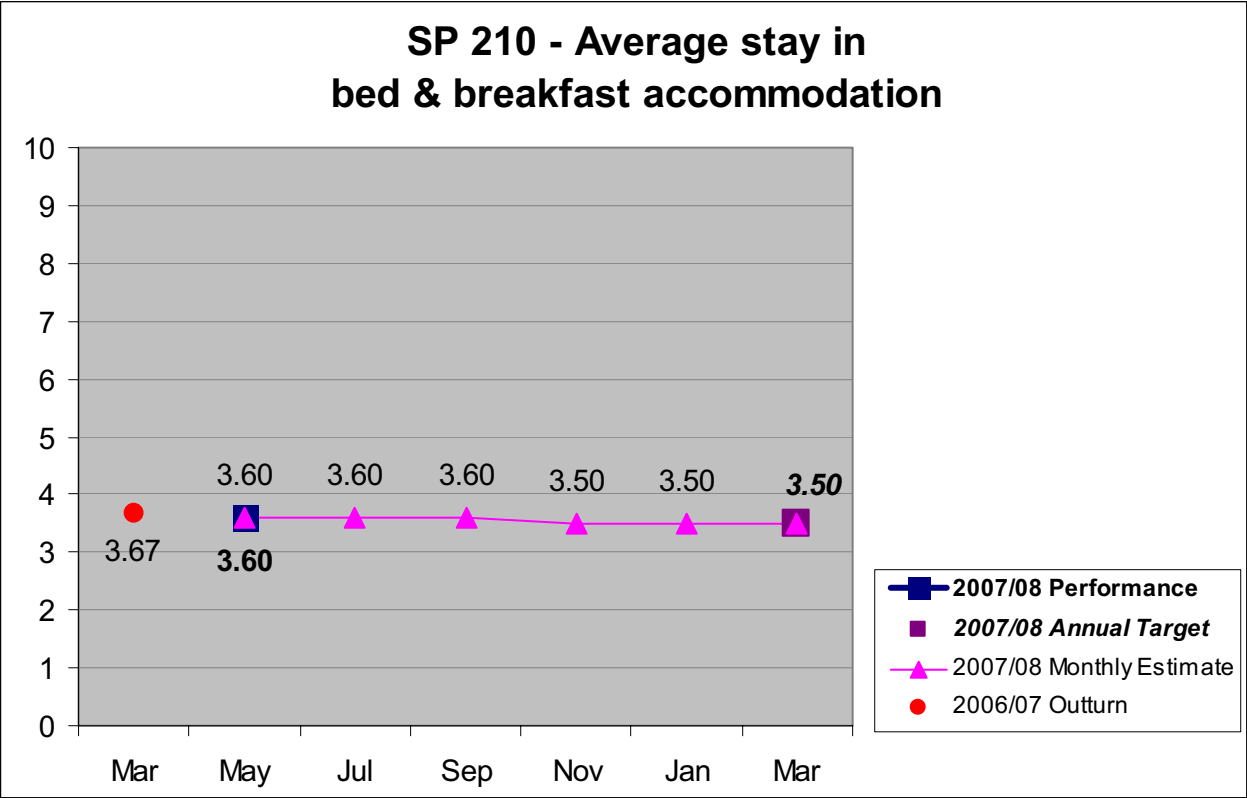
Higher Performance is better

SP205 - Residents satisfied with the Councils repair service



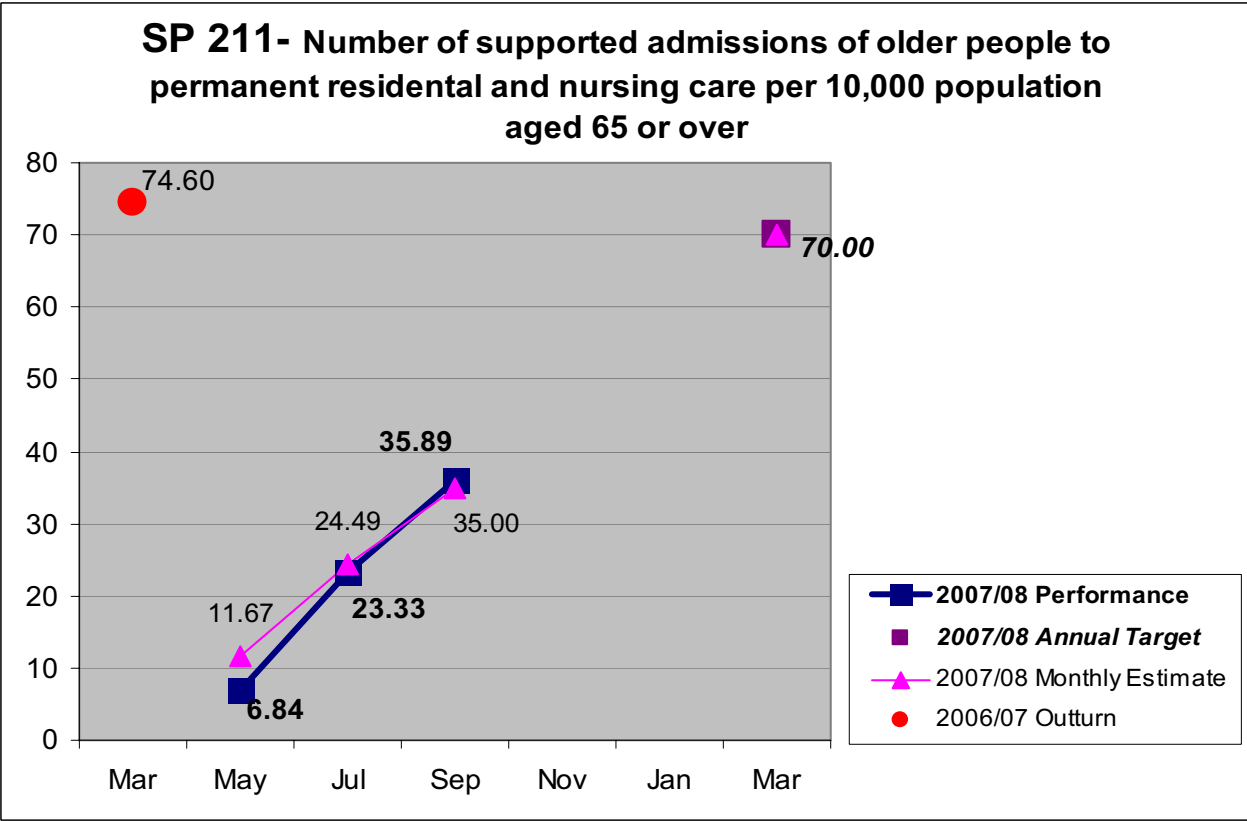
Traffic Light
 September data
 not available

Lower Performance is better



Traffic Light
AMBER

Lower Performance is better

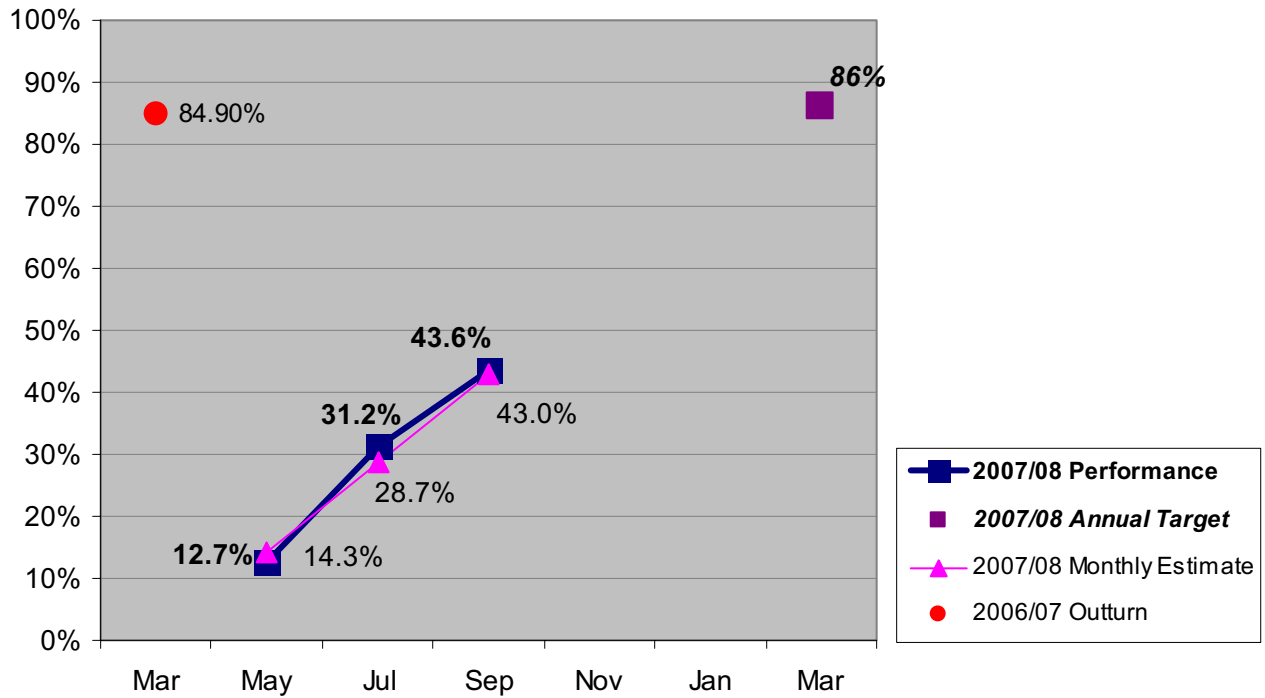


Traffic Light

GREEN

Higher Performance is better

SP212 - Adult and older clients receiving a review

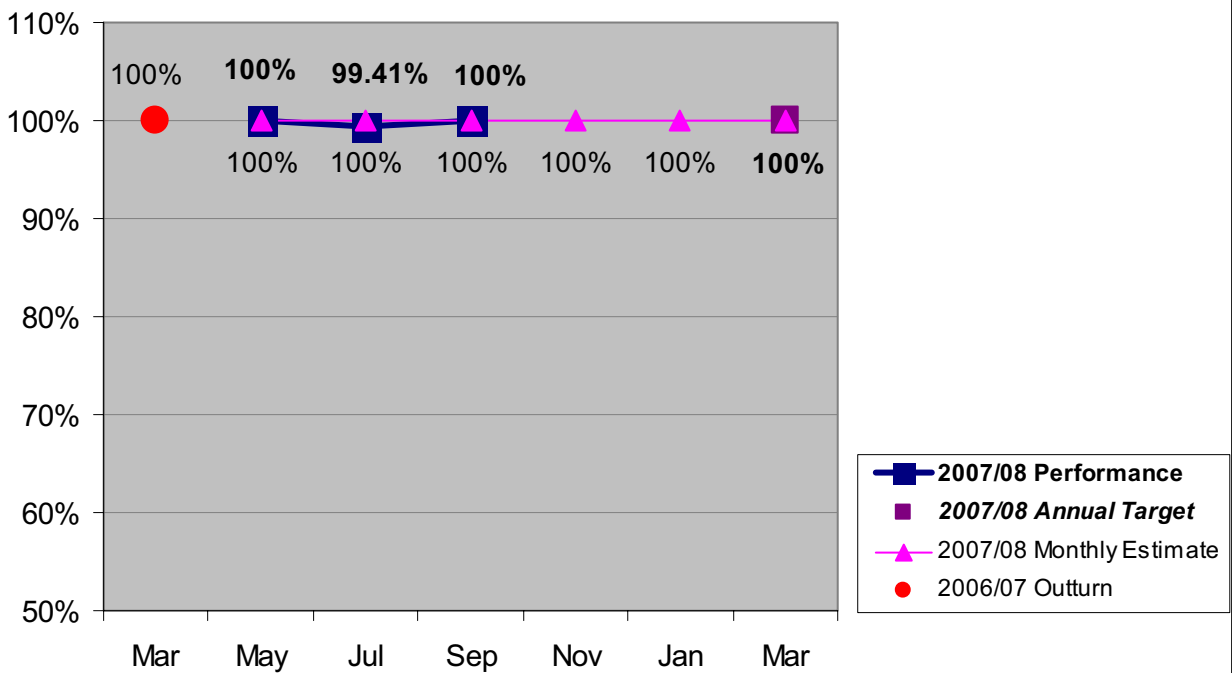


Traffic Light

GREEN

Higher Performance is better

SP214 - Review of child protection cases

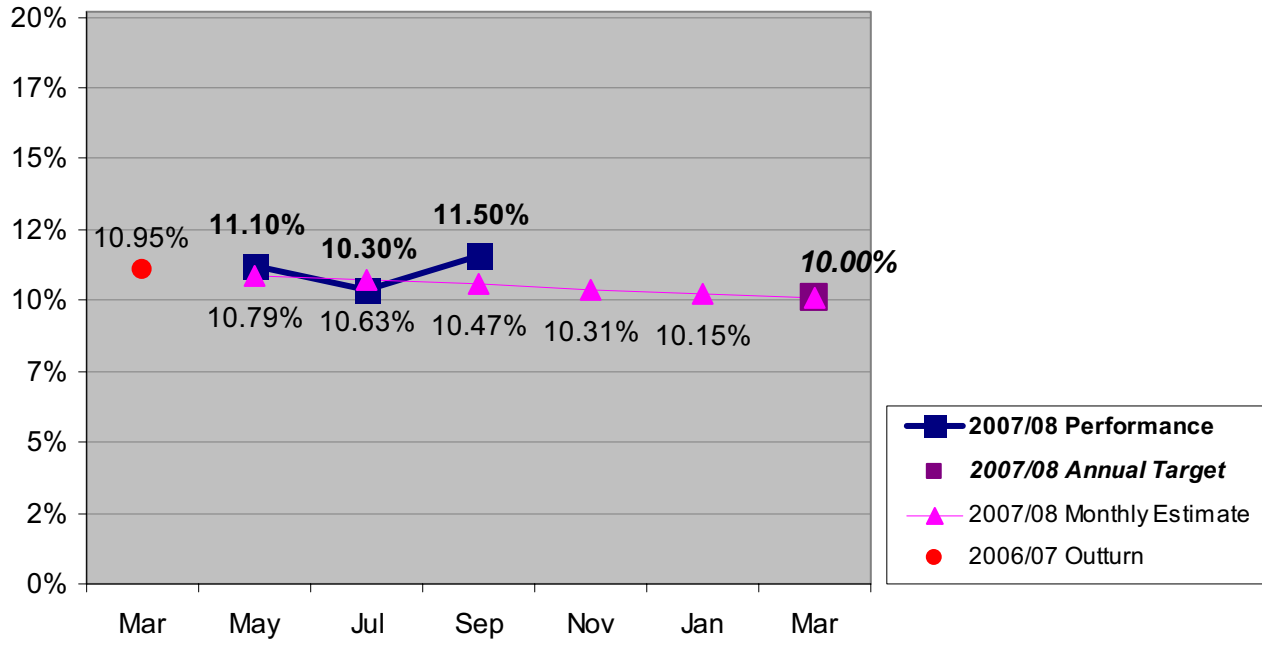


Traffic Light

Amber

Lower Performance is better

SP215 - % of children looked after at 31 March with three or more placements during the year

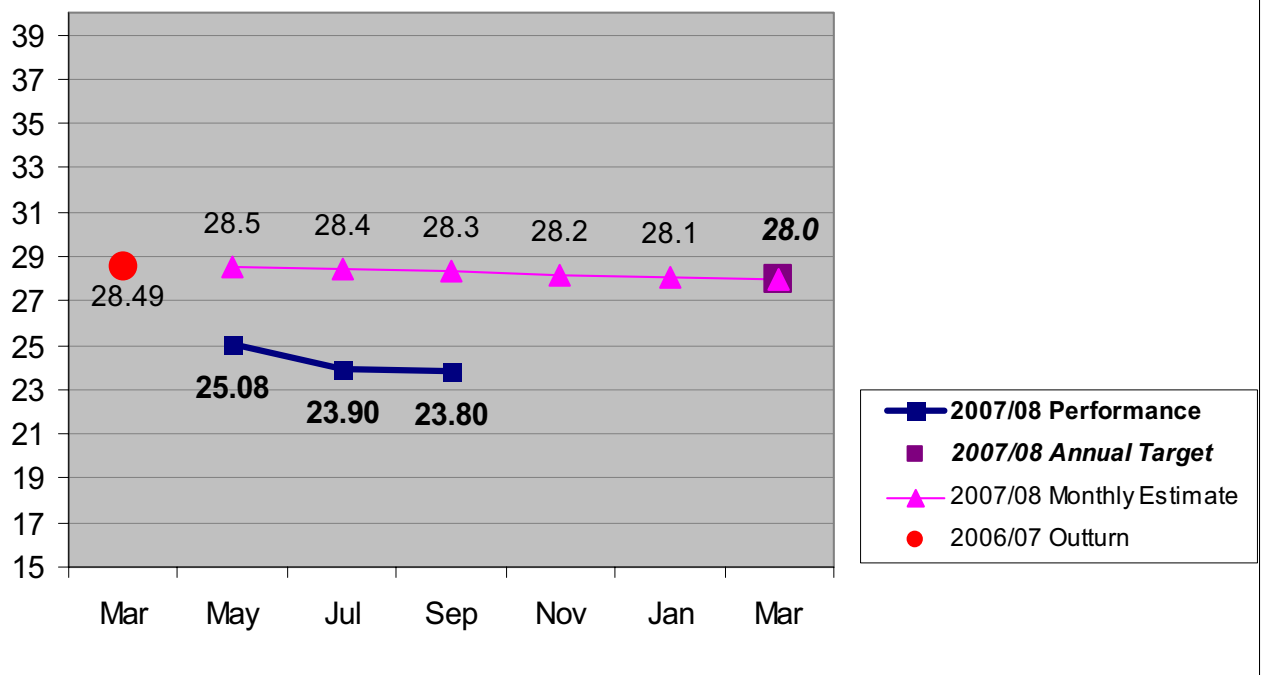


Traffic Light

GREEN

Lower Performance is better

SP218 - Average time for processing new housing benefit and council tax benefit claims (days)

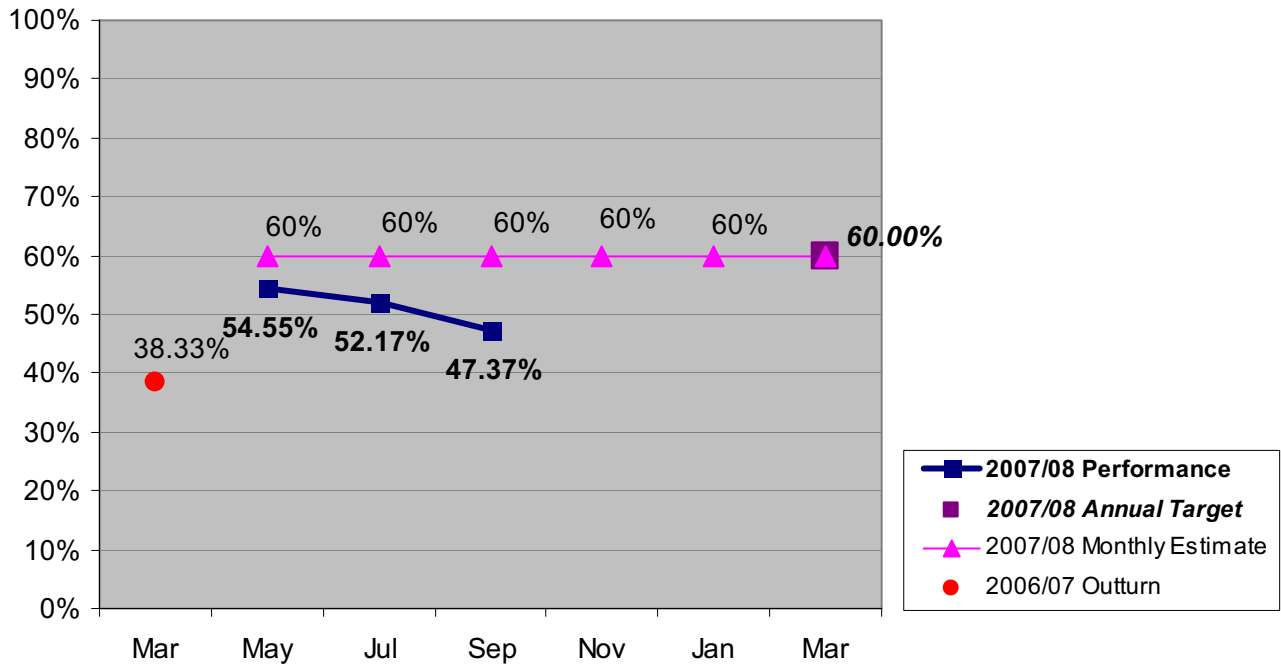


Traffic Light

RED

Higher Performance is better

SP301 - % of major planning applications determined within 13 weeks

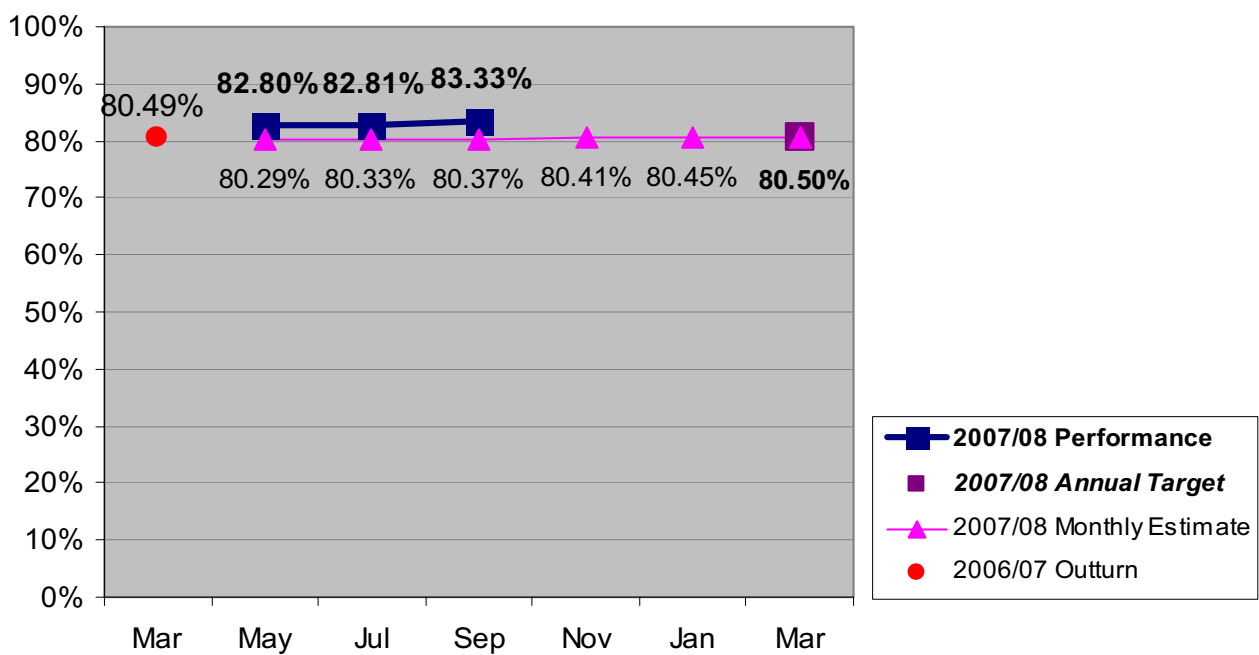


Traffic Light

GREEN

Higher Performance is better

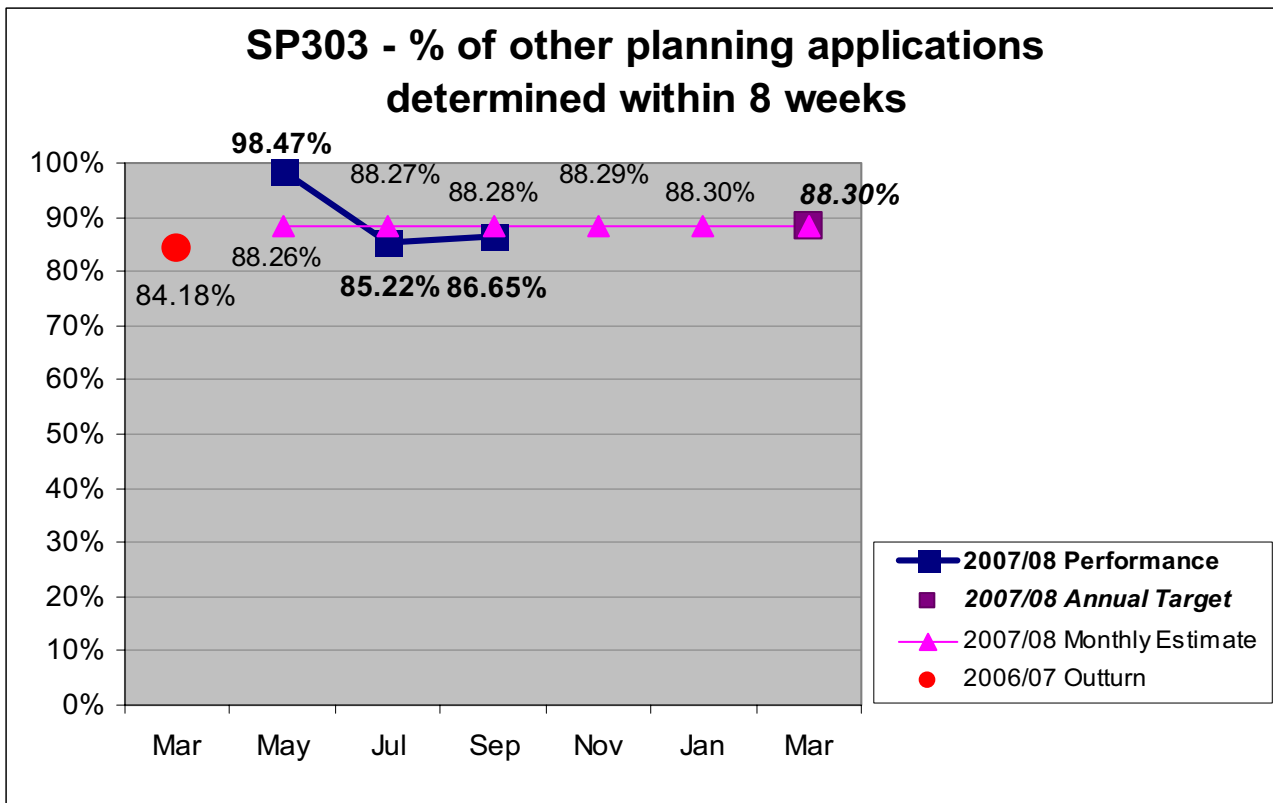
SP302- % of minor planning applications determined within 8 weeks



Traffic Light

AMBER

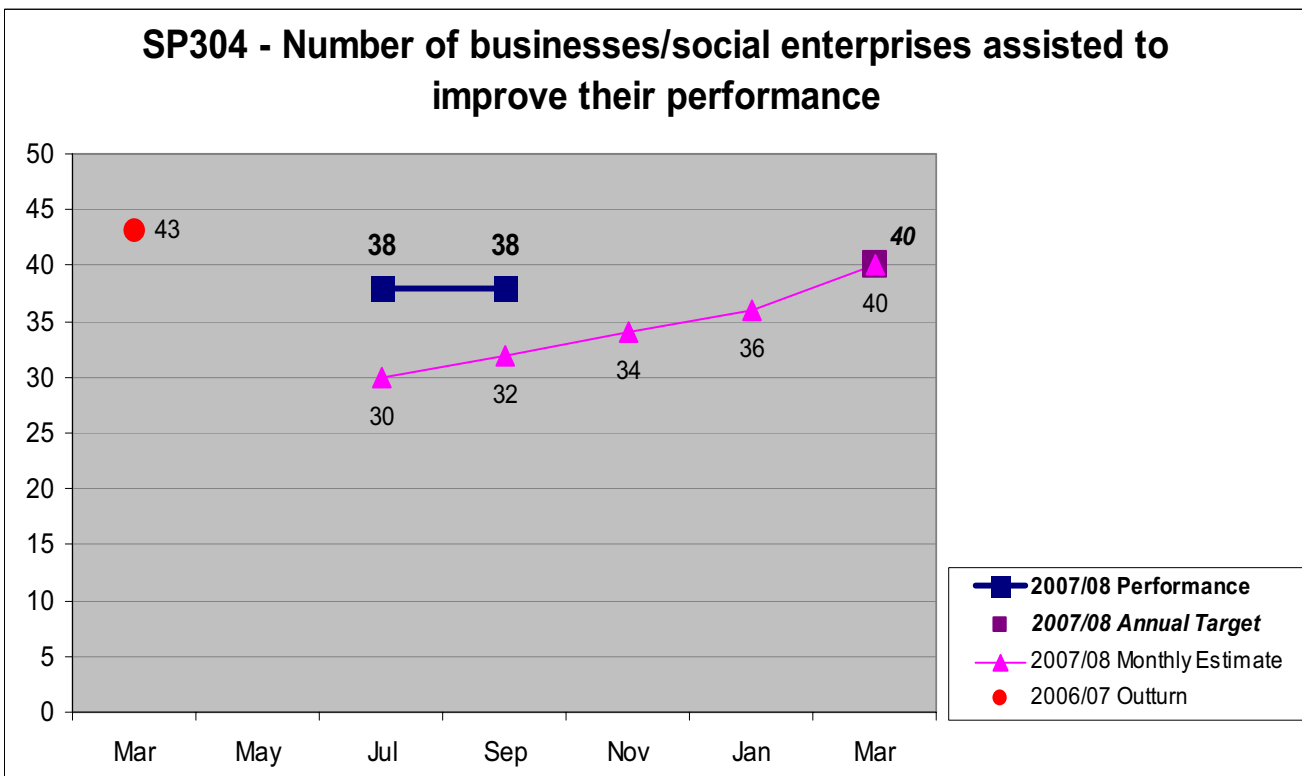
Higher Performance is better



Traffic Light

GREEN

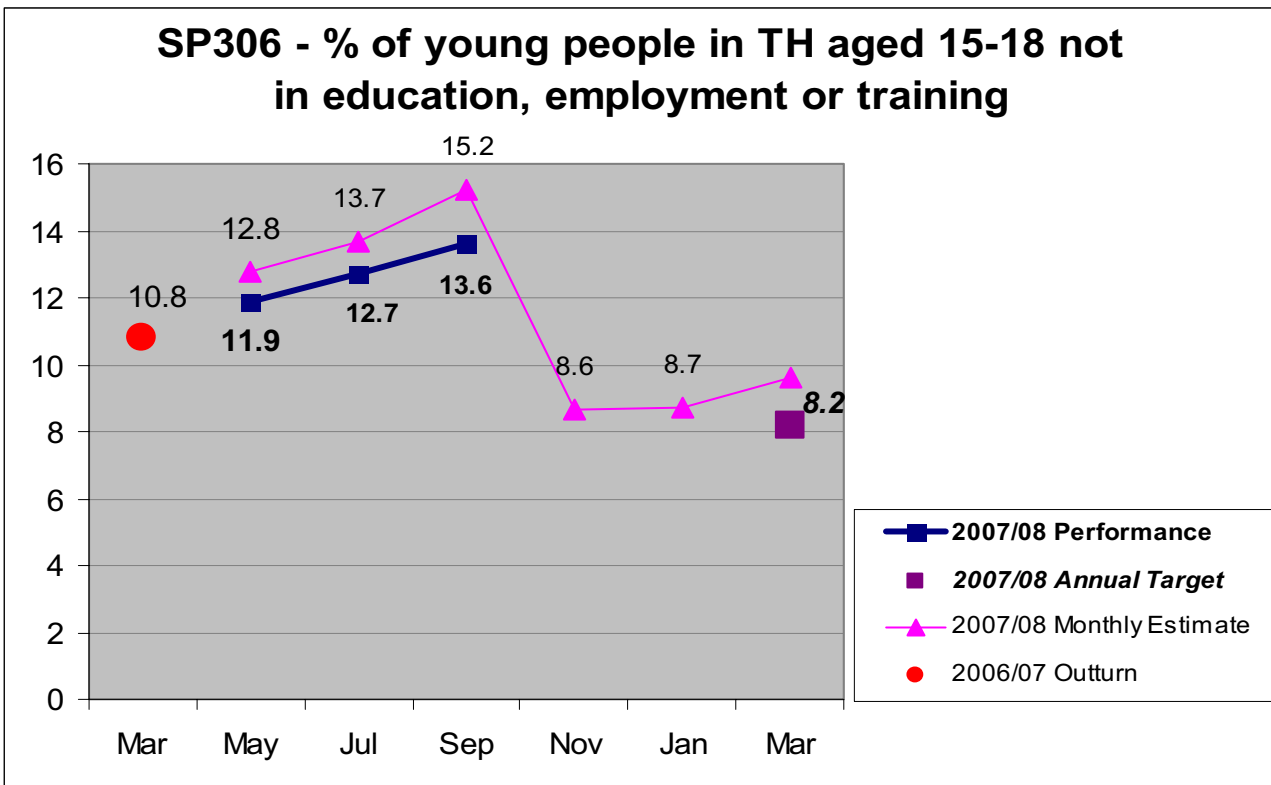
Higher Performance is better



Traffic Light

GREEN

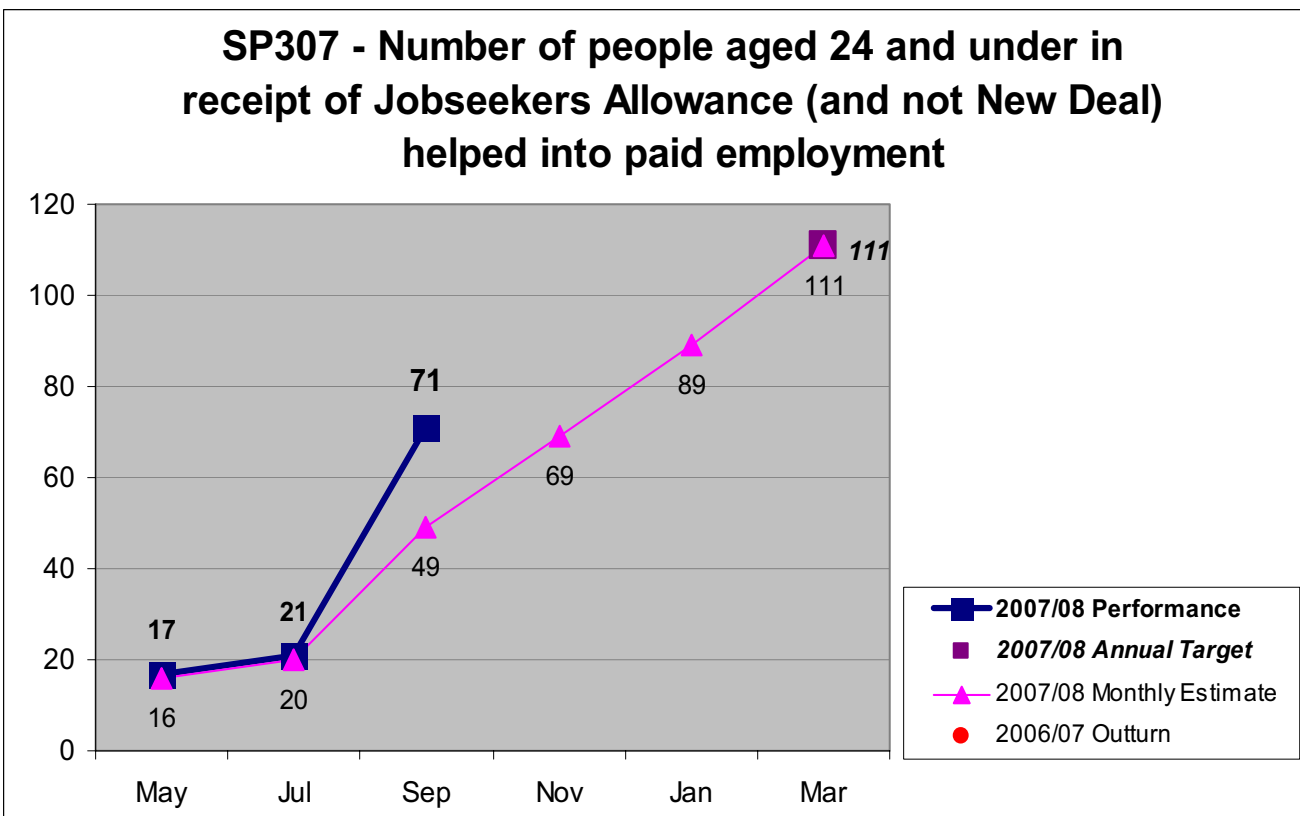
Lower Performance is better



Traffic Light

GREEN

Higher Performance is better

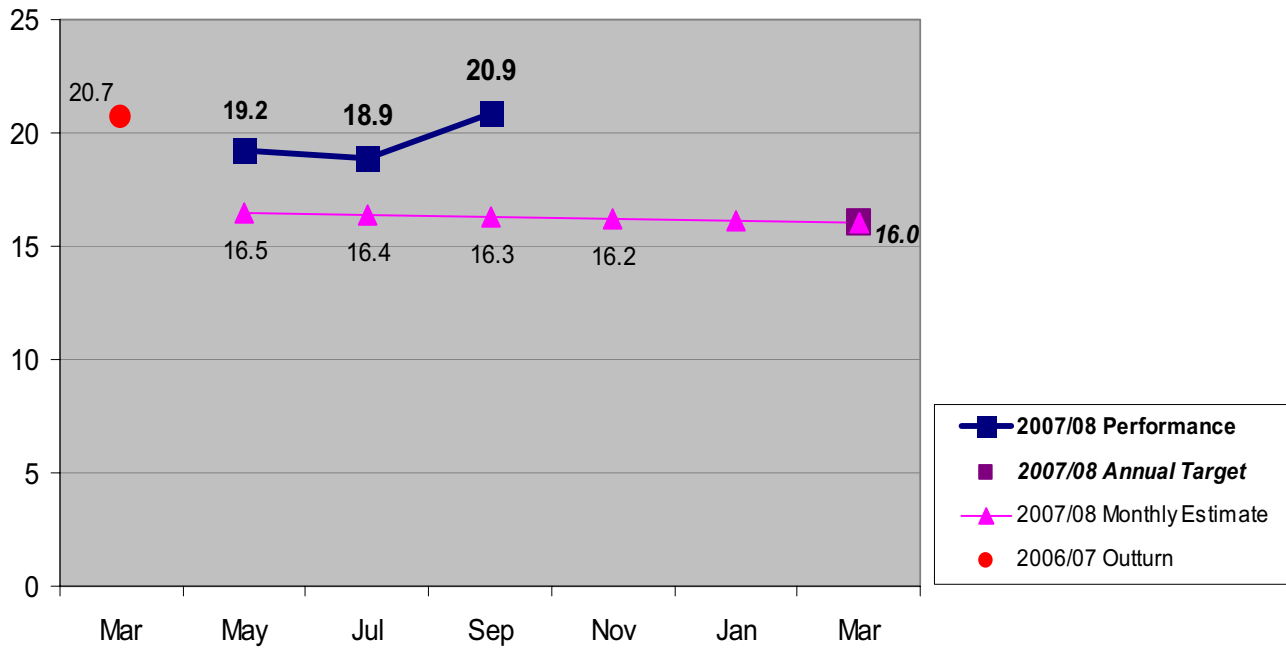


Traffic Light

RED

Lower Performance is better

SP308 - % of young people in T H aged 18-25 claiming unemployment-related benefits

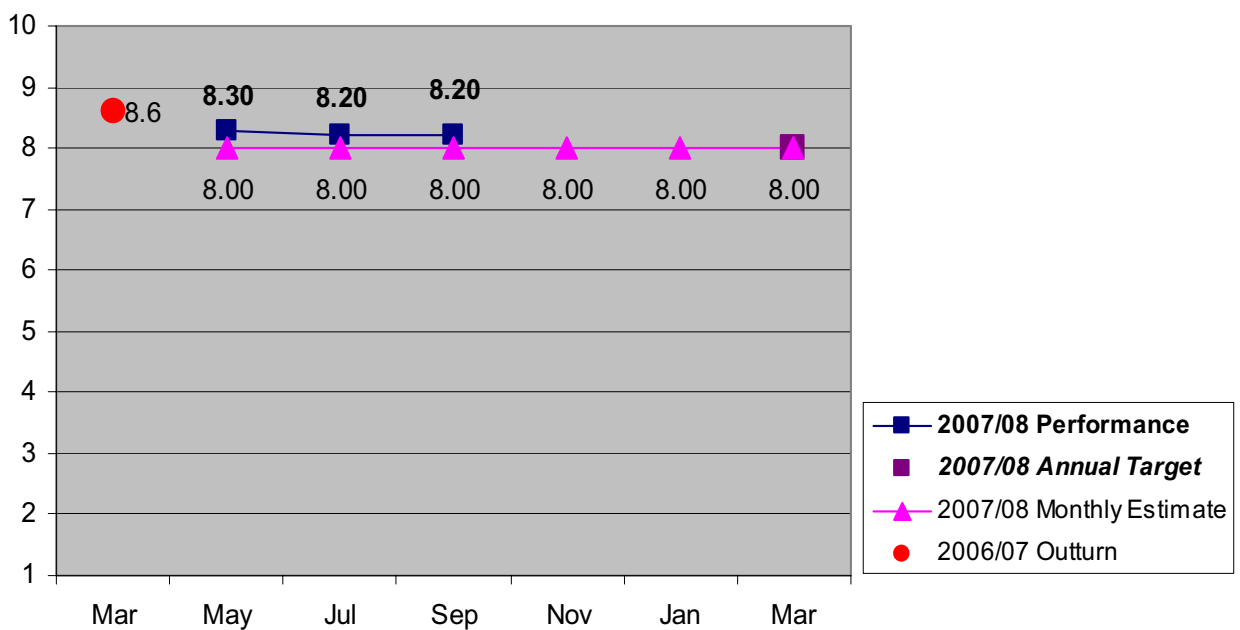


Traffic Light

RED

Lower Performance is better

SP309 - % of local residents claiming unemployment-related benefits

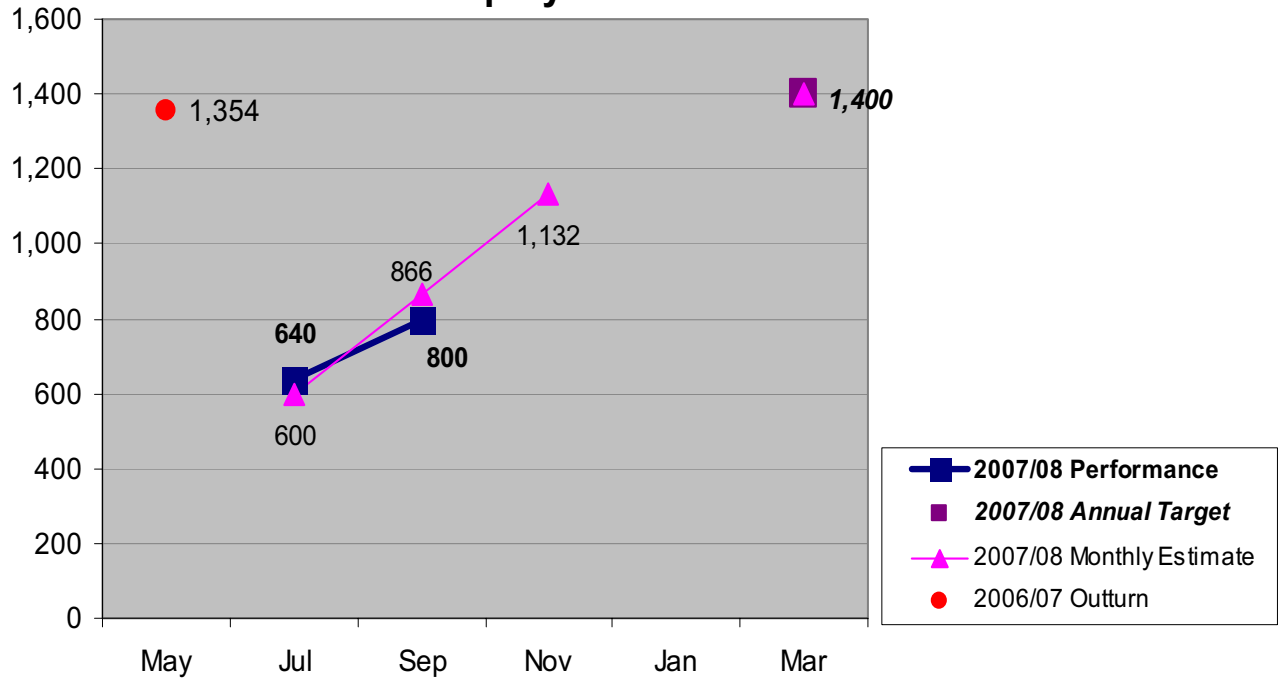


Traffic Light

AMBER

Higher Performance is better

SP310- Increased supply of employment opportunities in key growth sectors prompted directly through the Employment Consortium

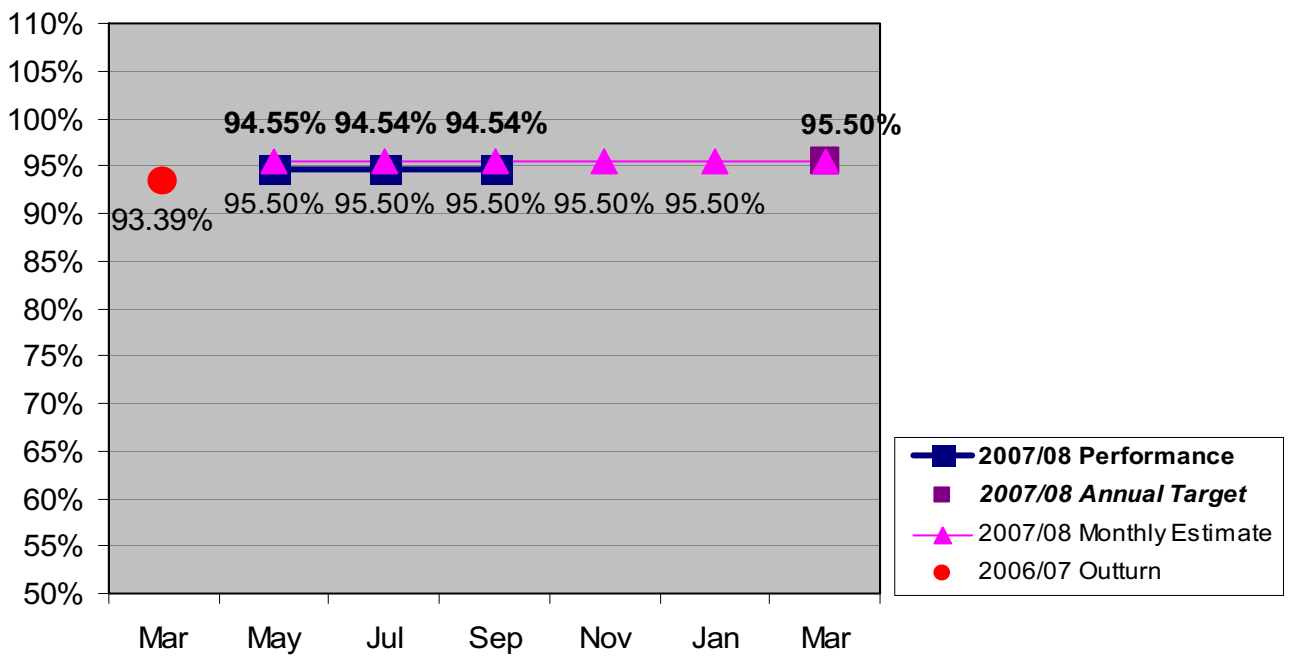


Traffic Light

RED

Higher Performance is better

SP404a - Improved overall attendance rates at primary schools

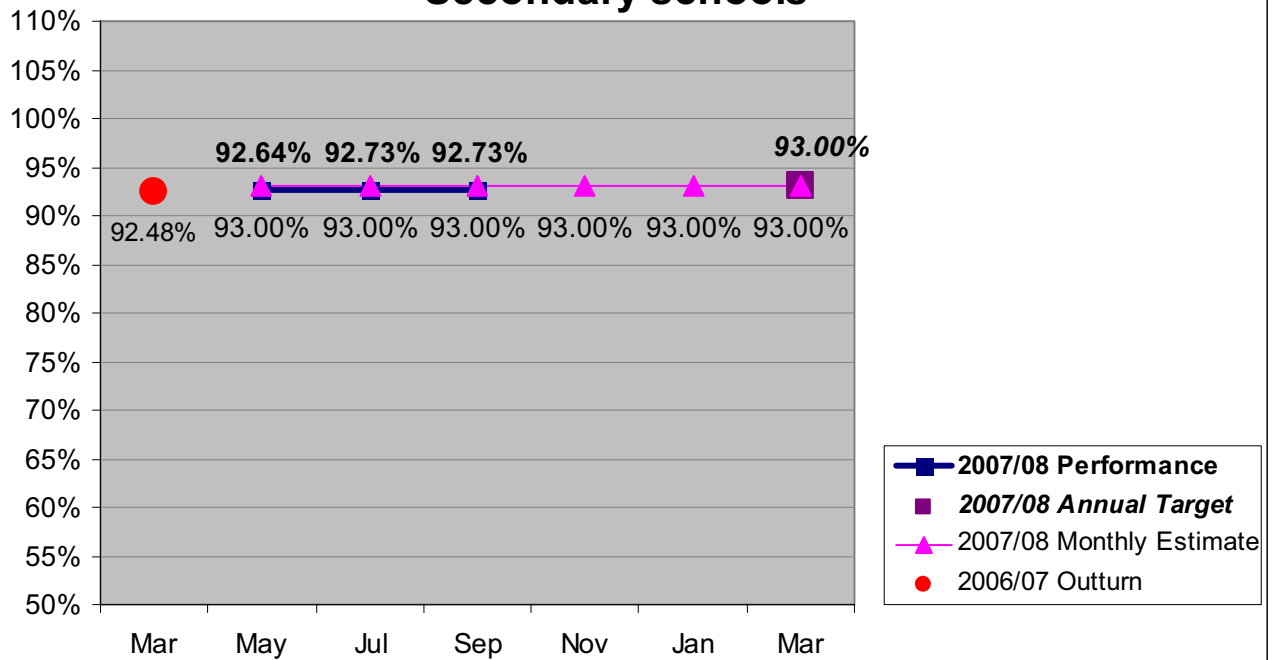


Traffic Light

AMBER

Higher Performance is better

SP404b - Improved overall attendance rates - Secondary schools

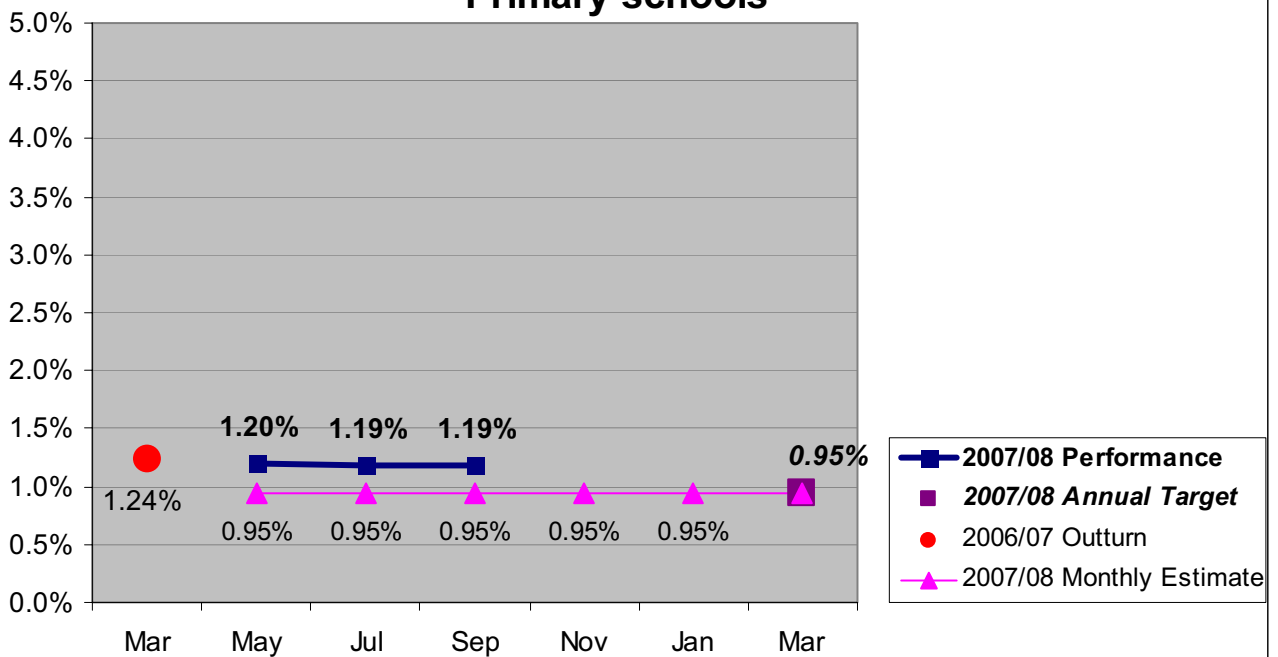


Traffic Light

AMBER

Lower Performance is better

SP405a - Unauthorised absence levels - Primary schools

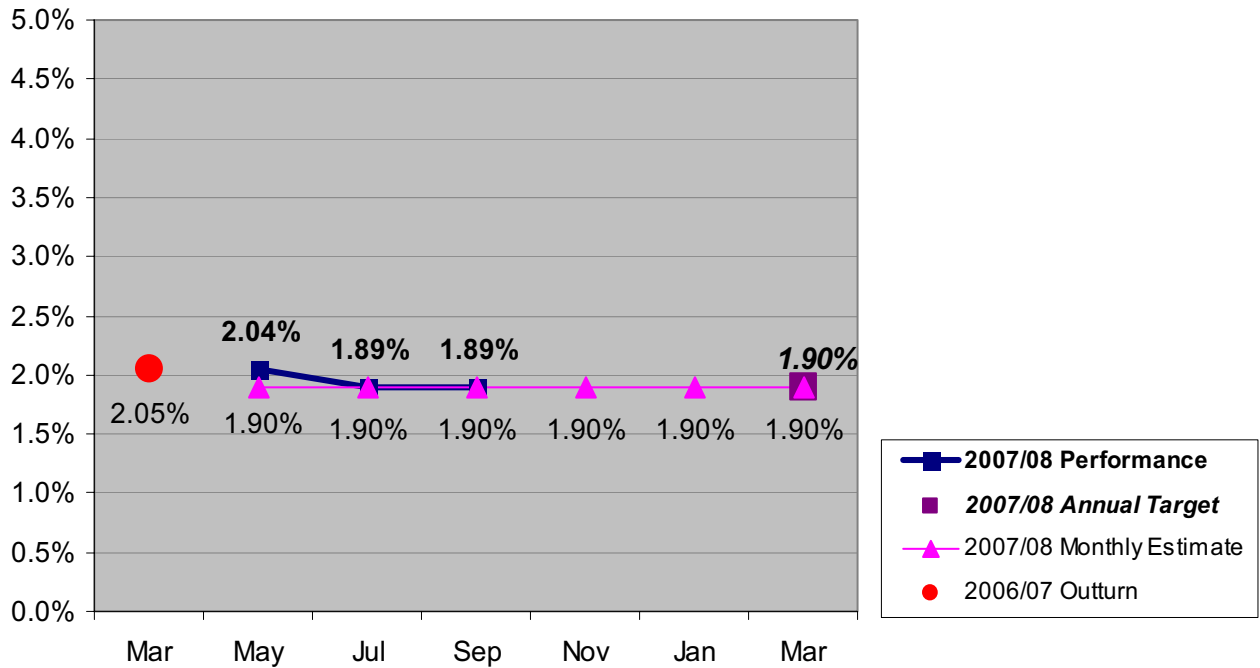


Traffic Light

GREEN

Lower Performance is better

SP405b - Unauthorised absence levels - Secondary schools

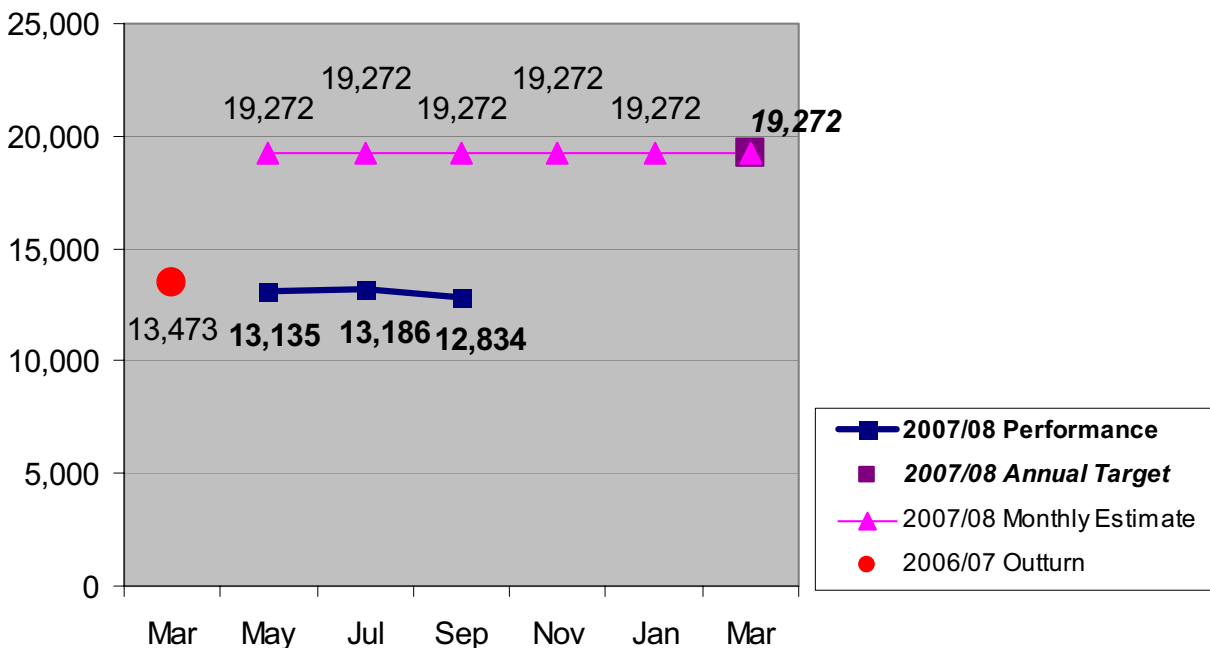


Traffic Light

RED

Higher Performance is better

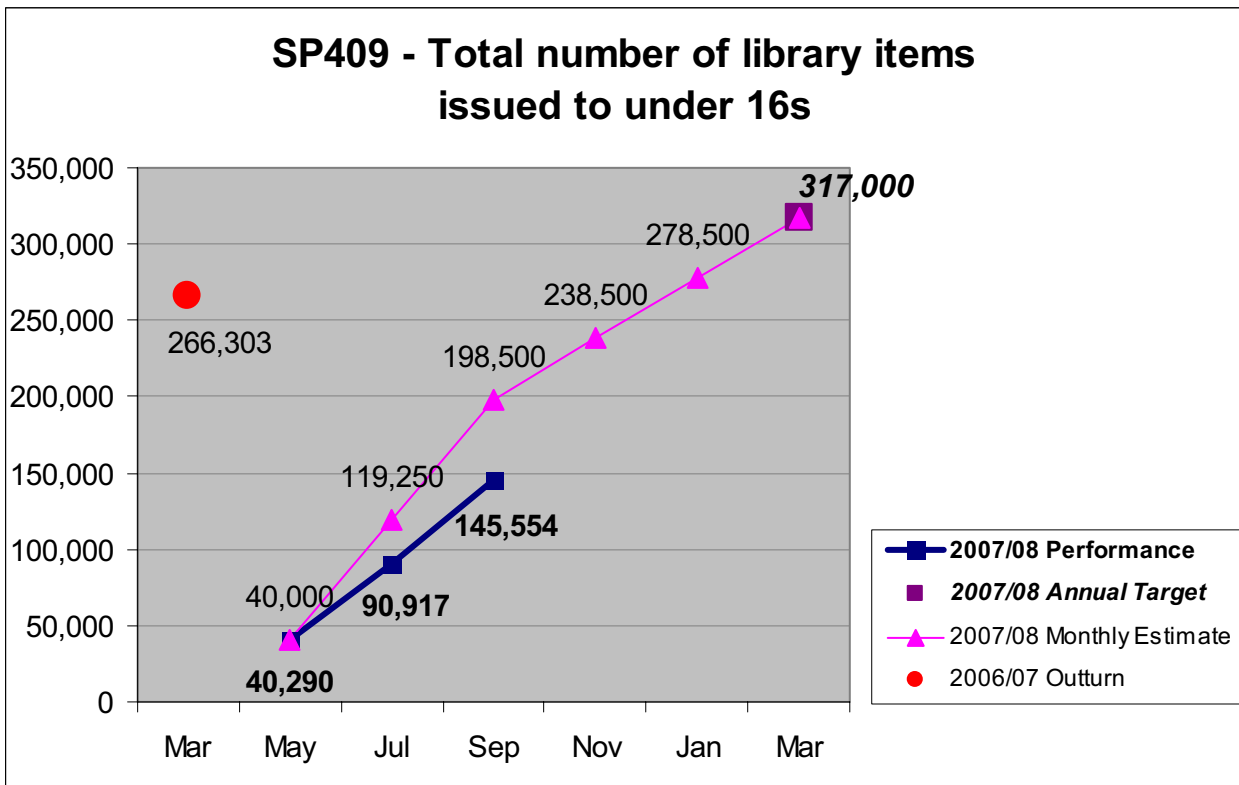
SP408 - Number of under 16s who are active users of the Council's Idea Stores & libraries -



Traffic Light

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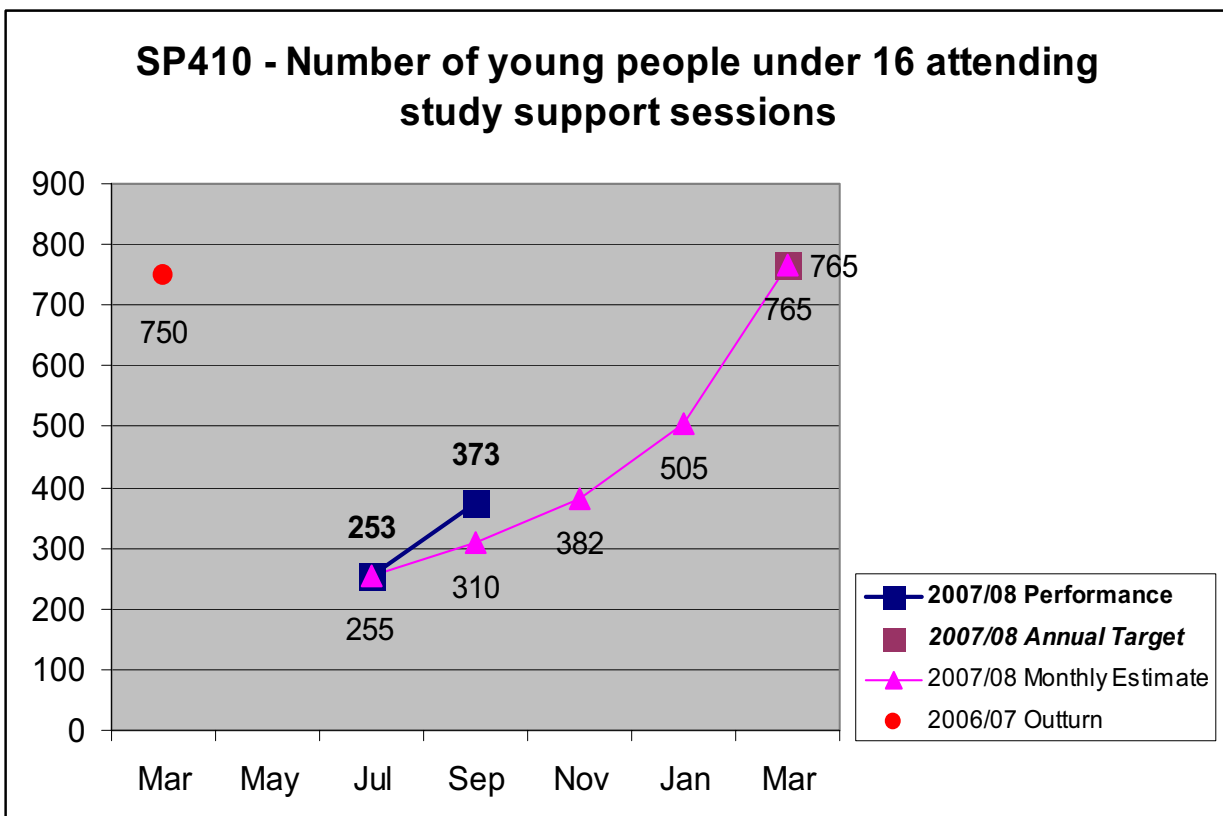
Higher Performance is better



Traffic Light

GREEN

Higher Performance is better

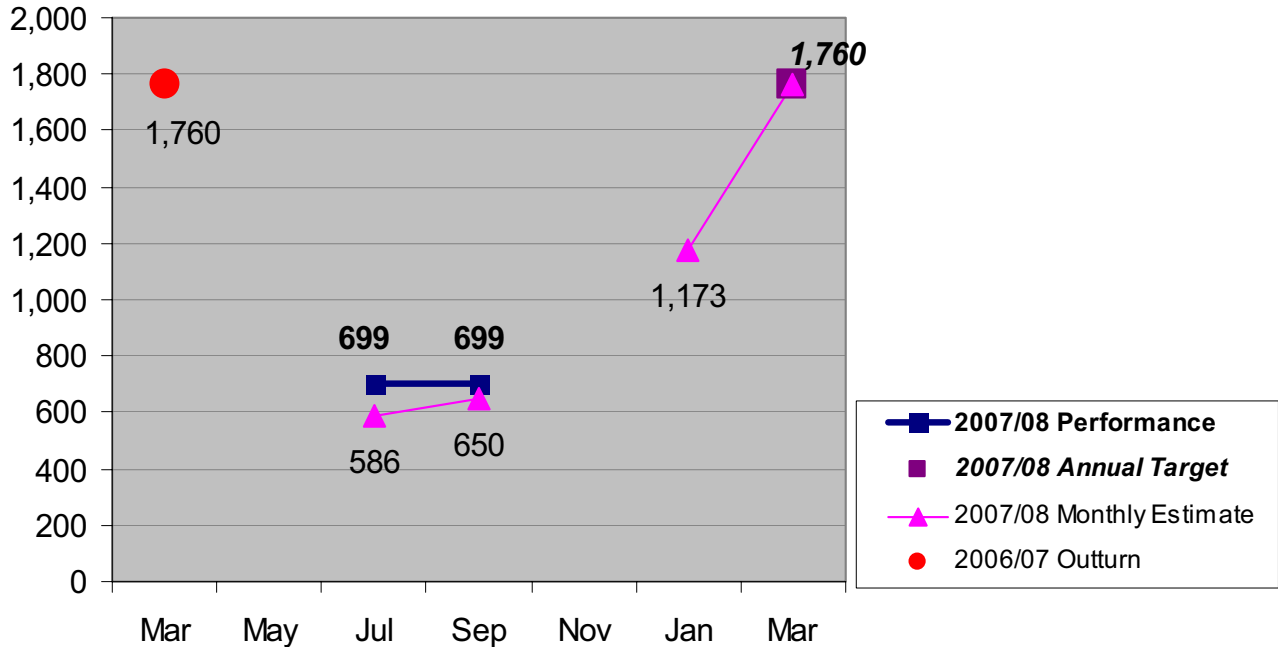


Traffic Light

GREEN

Higher Performance is better

SP411 - Total number of under 19s completing a course in Idea Stores, libraries and learning centres

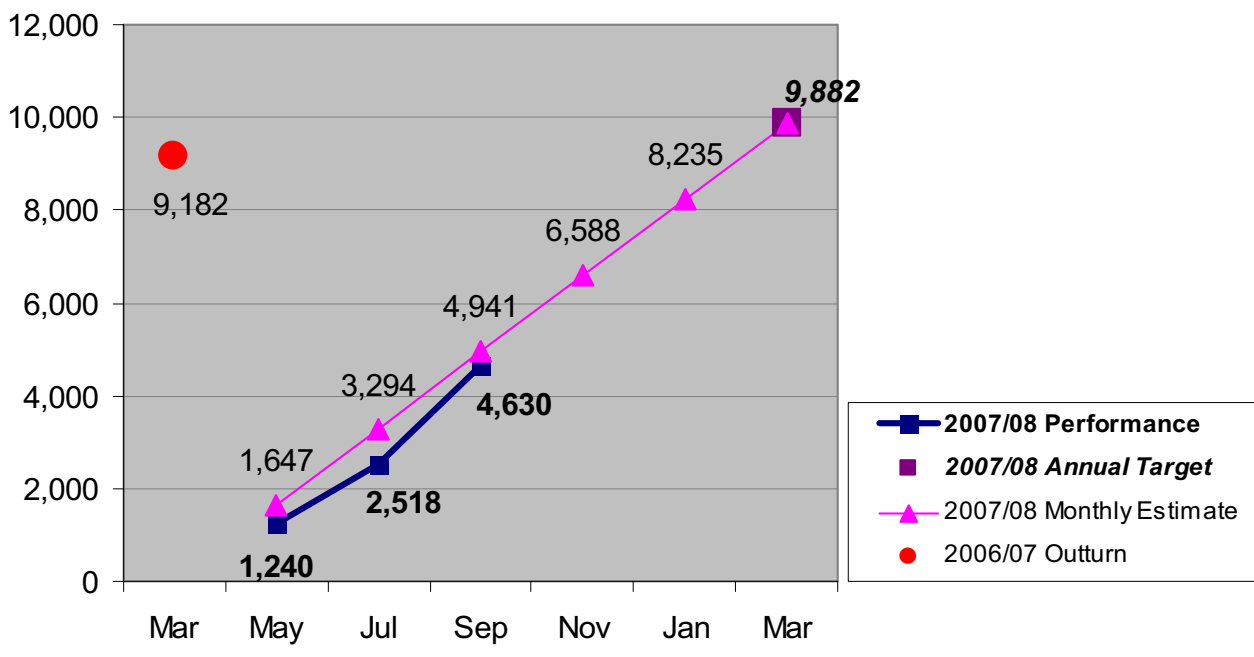


Traffic Light

RED

Higher Performance is better

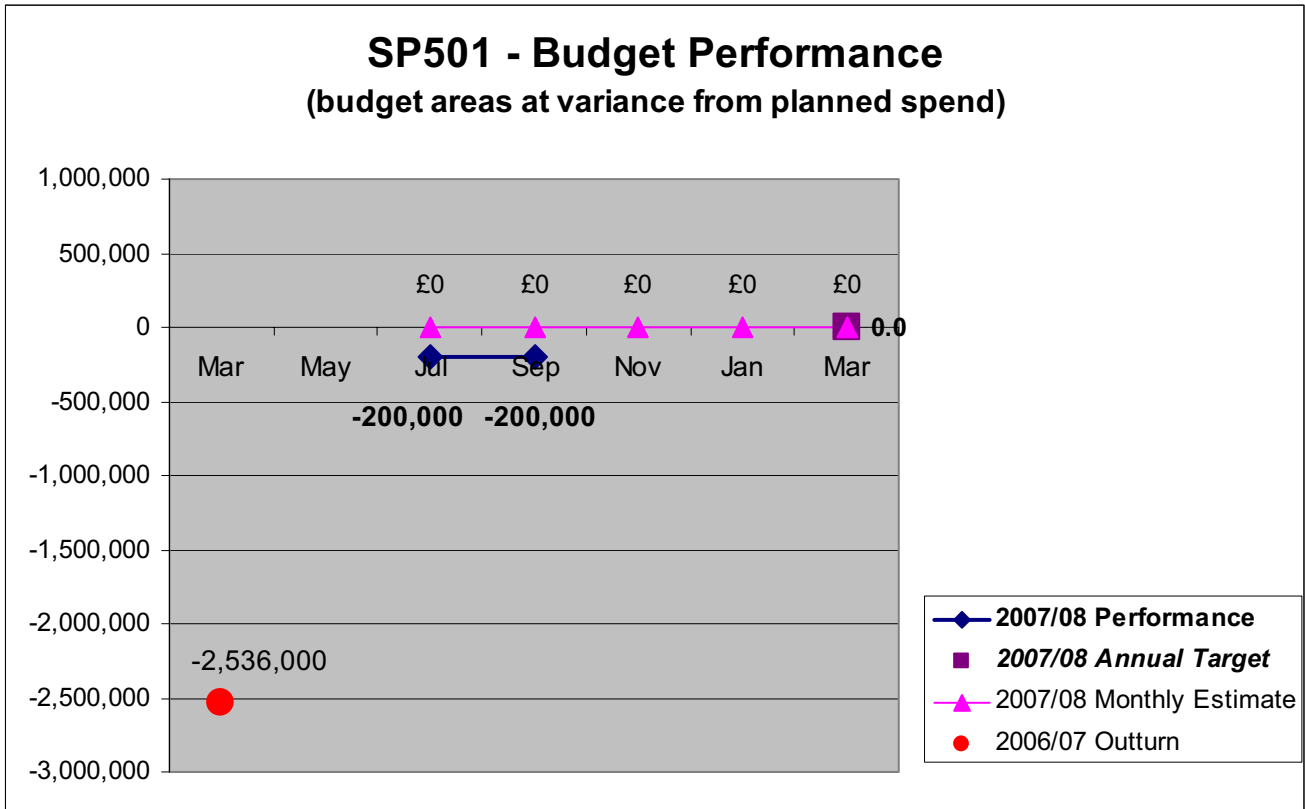
SP412 - Number of physical visits to public library premises per 1000 population



Traffic Light

GREEN

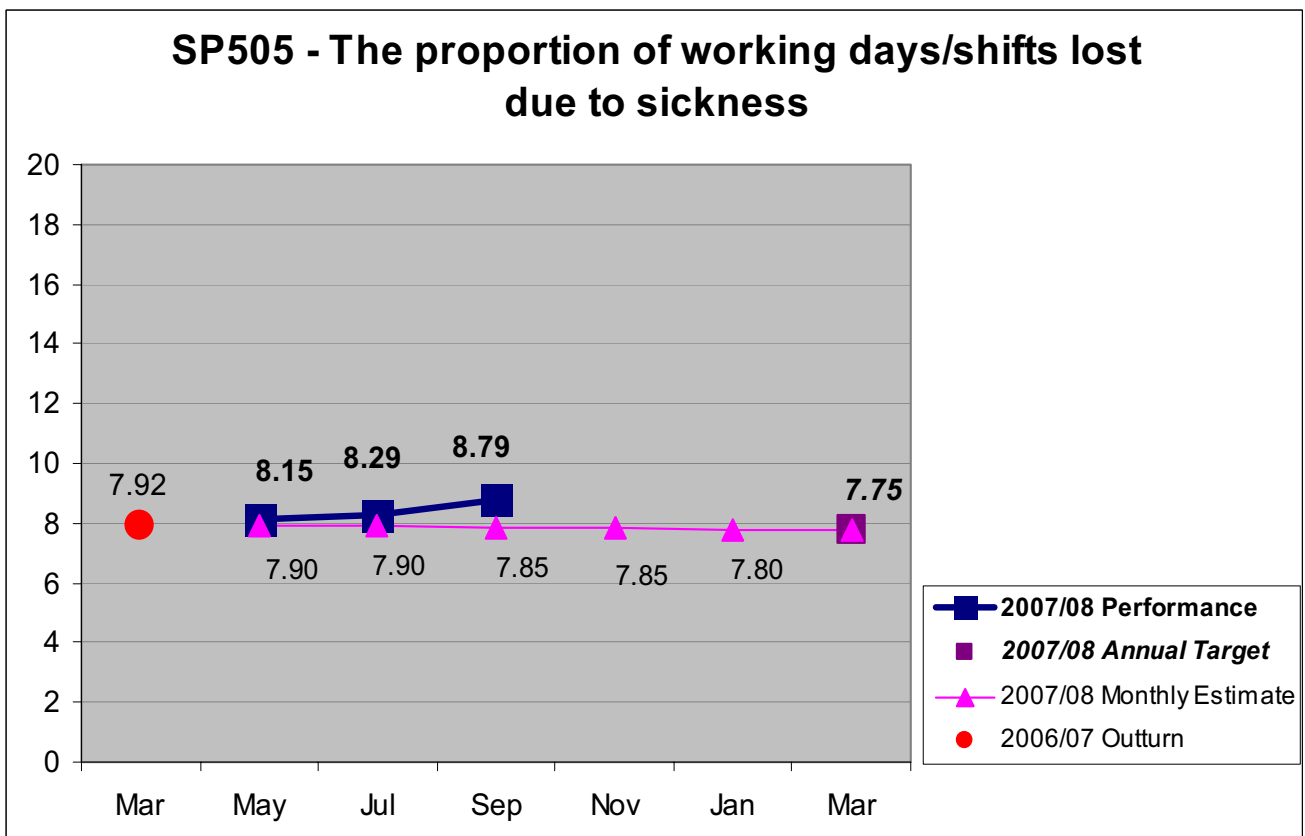
Higher Performance is better



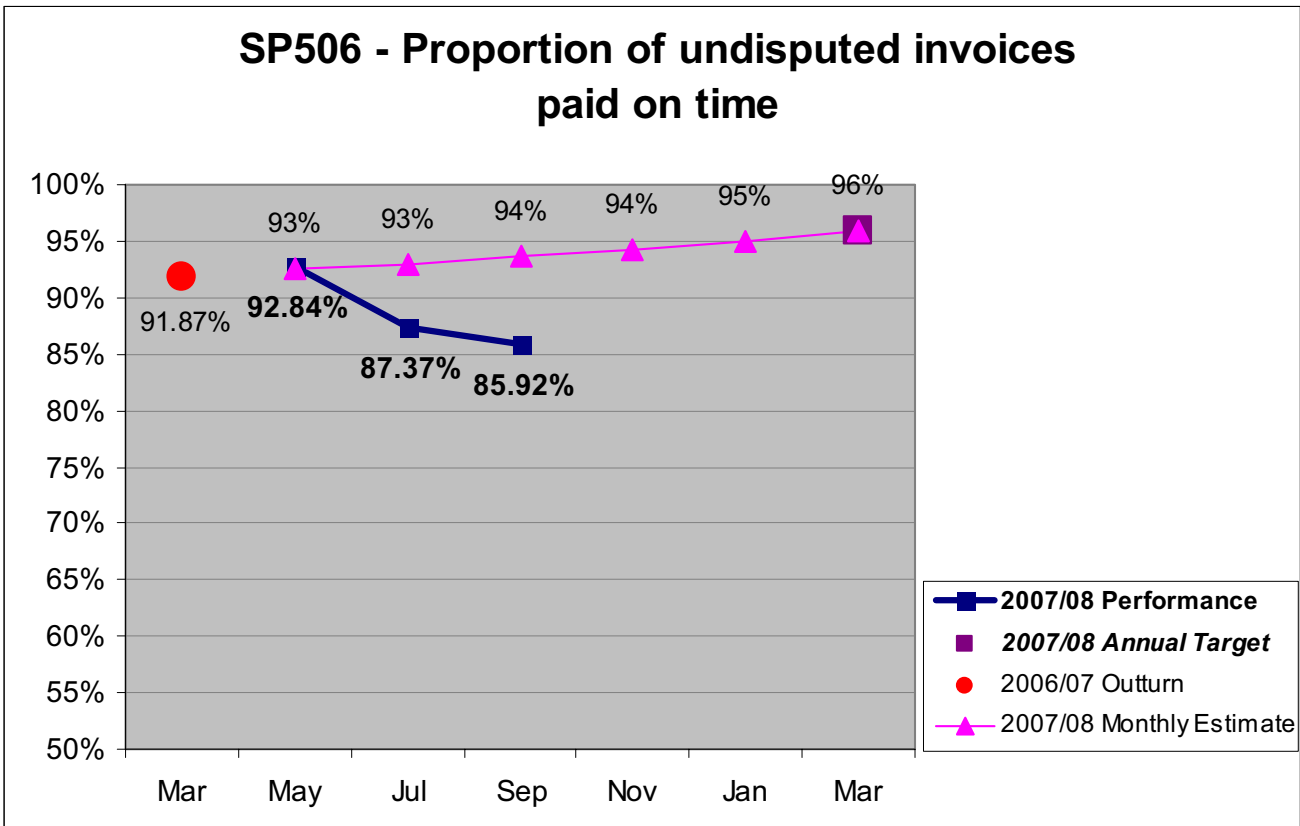
Traffic Light

AMBER

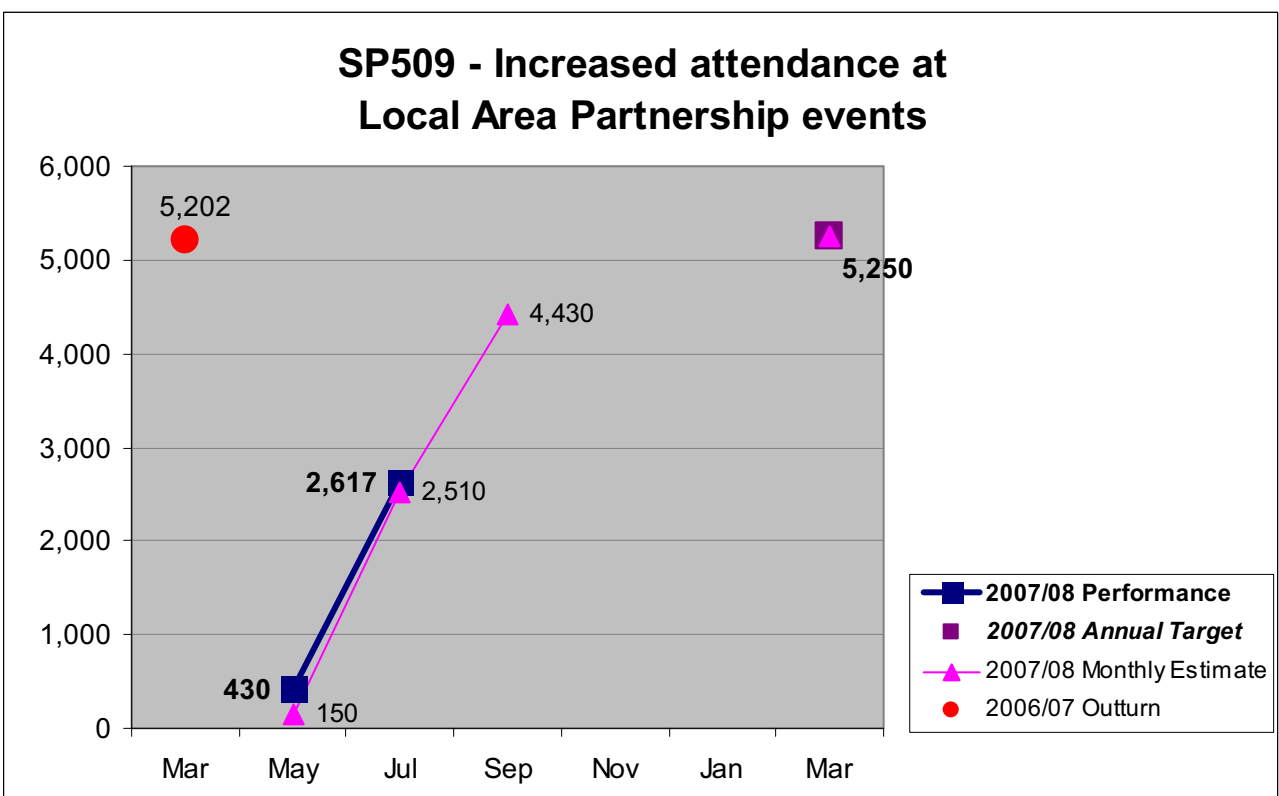
Lower Performance is better



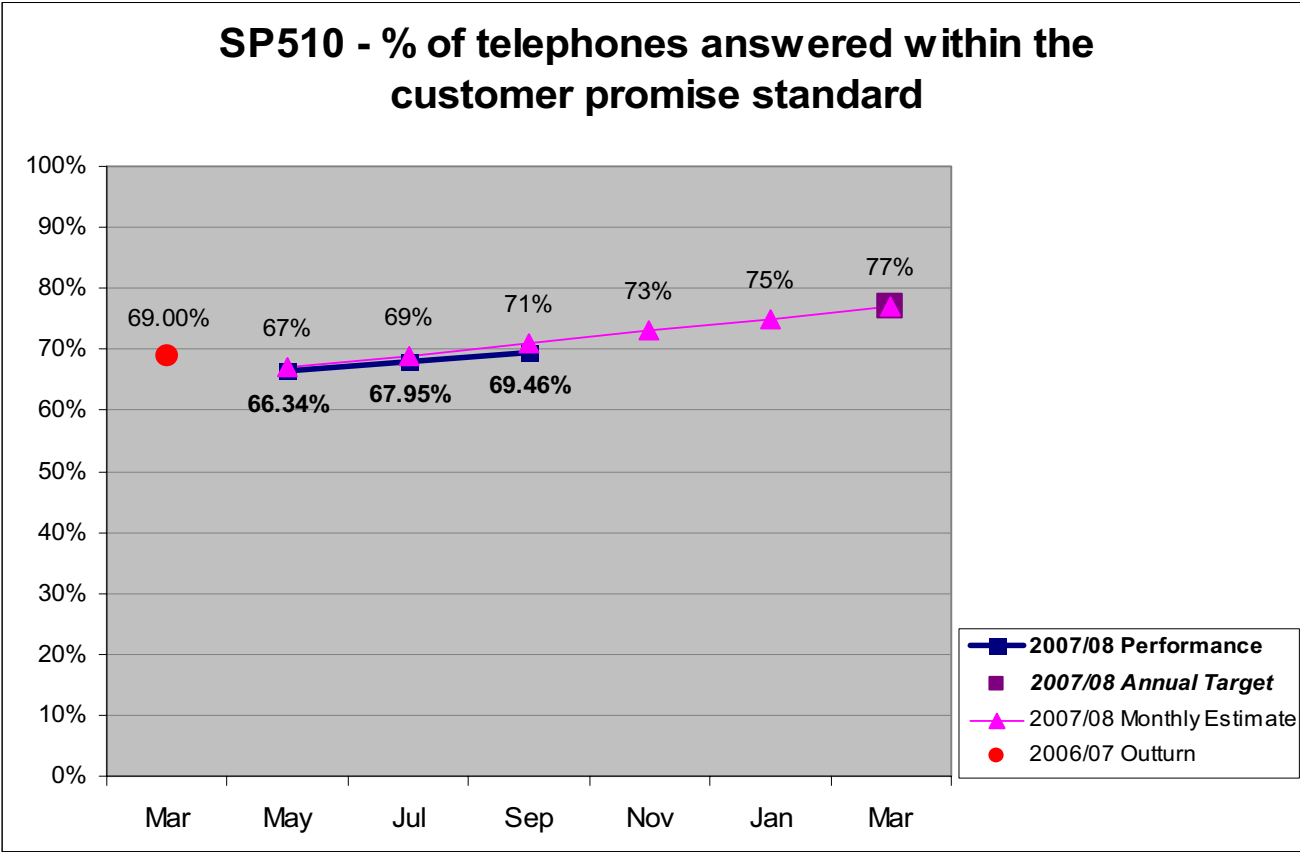
Higher Performance is better



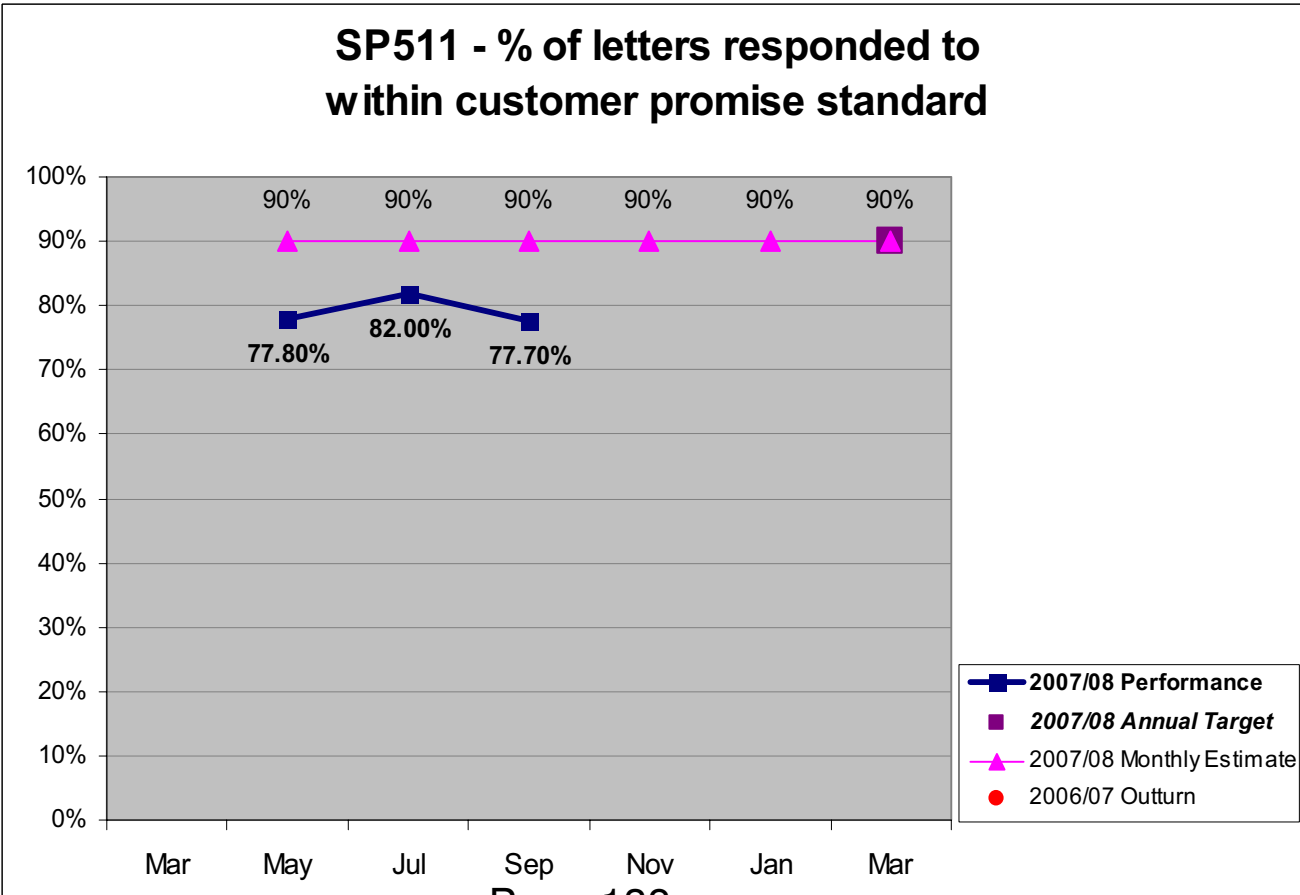
Higher Performance is better



Higher Performance is better



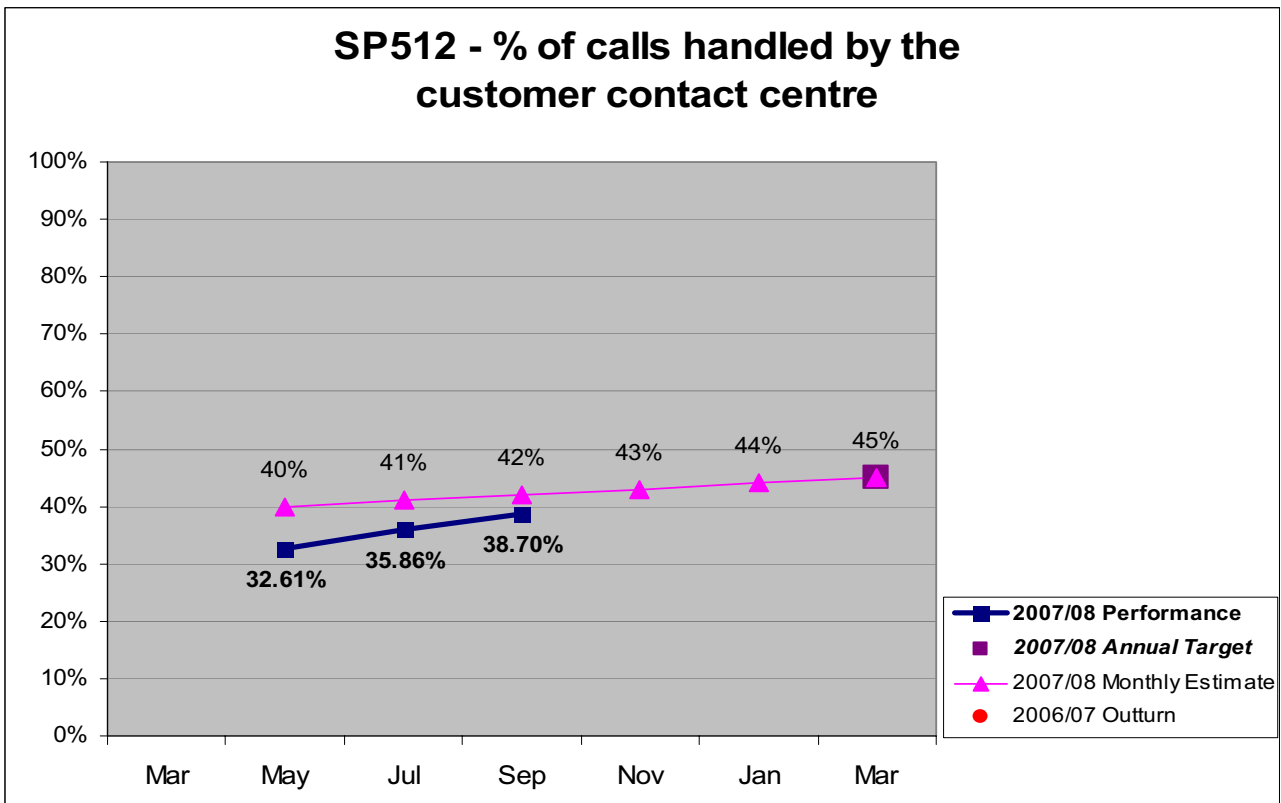
Higher Performance is better



Traffic Light

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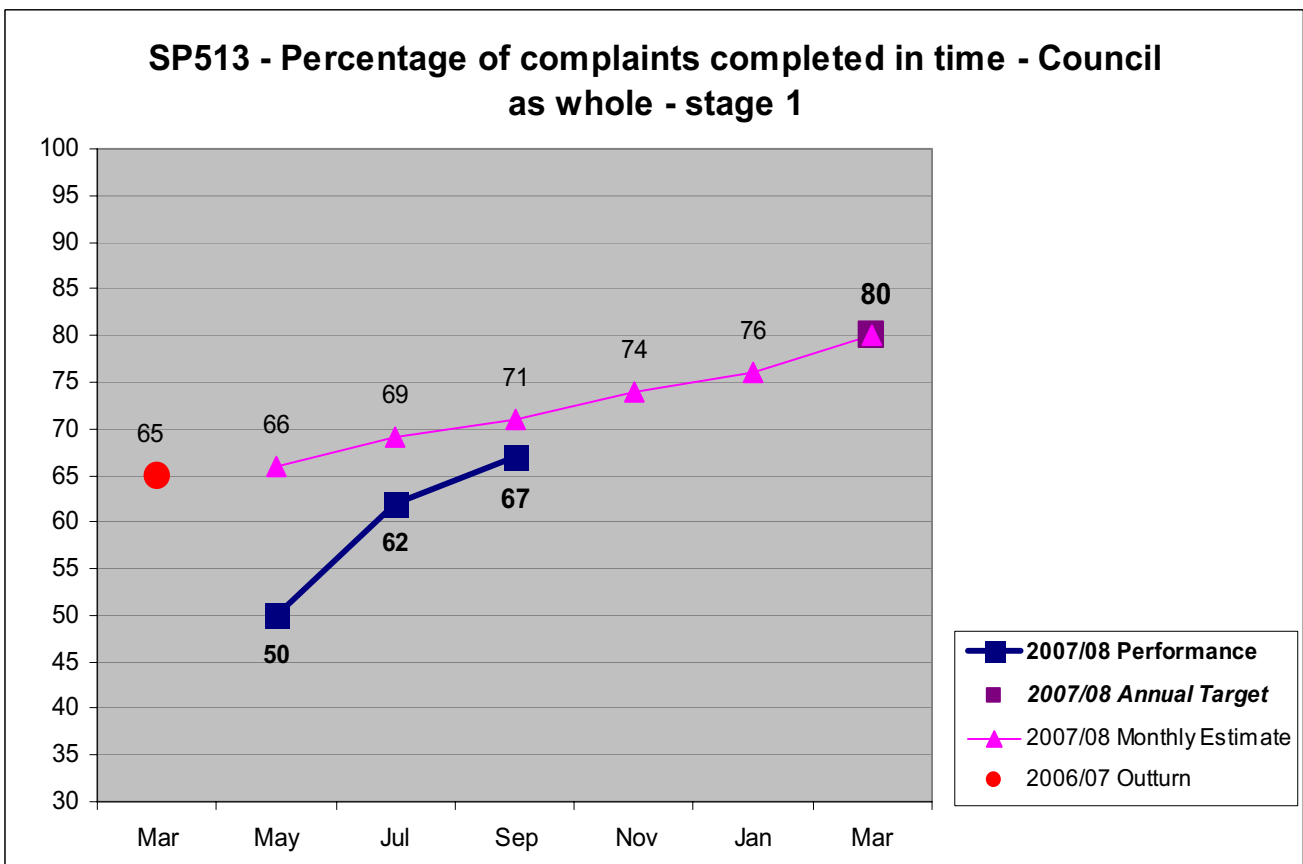
Higher Performance is better



Traffic Light

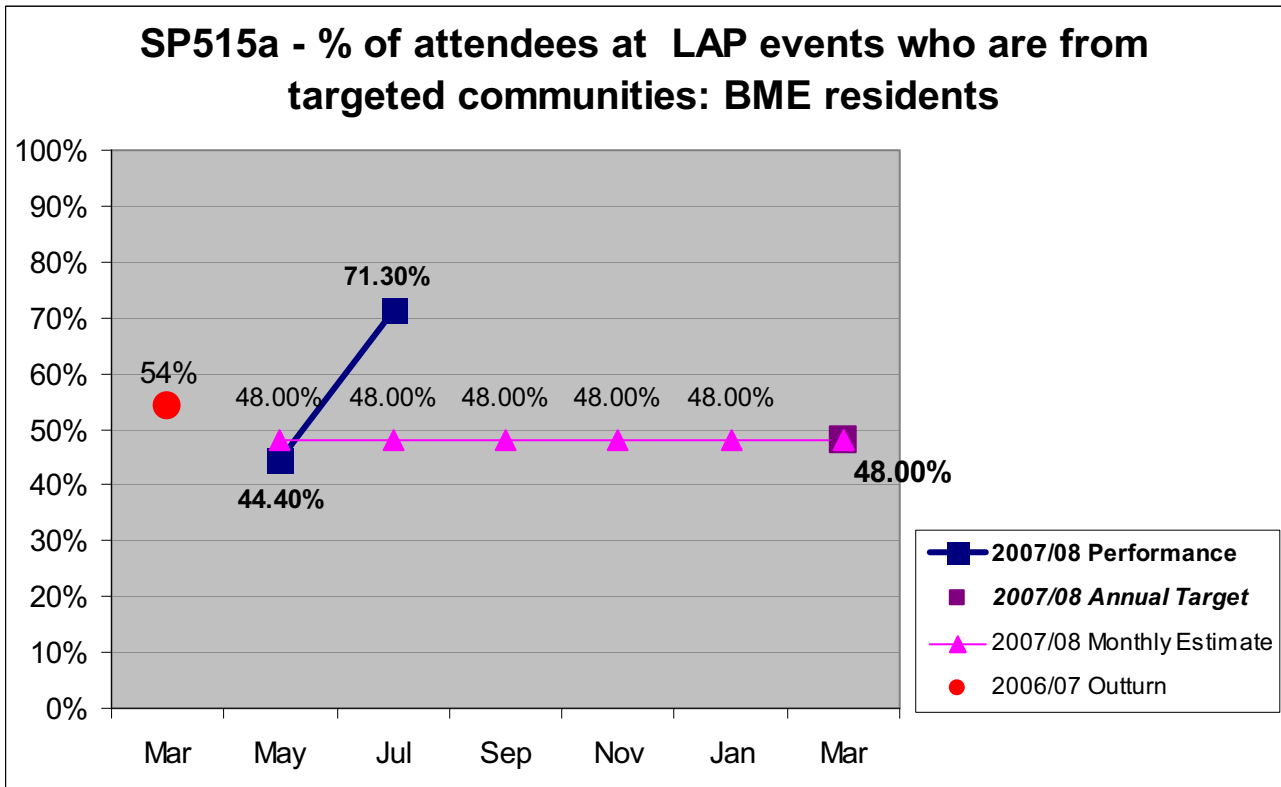
AMBER

Higher Performance is better



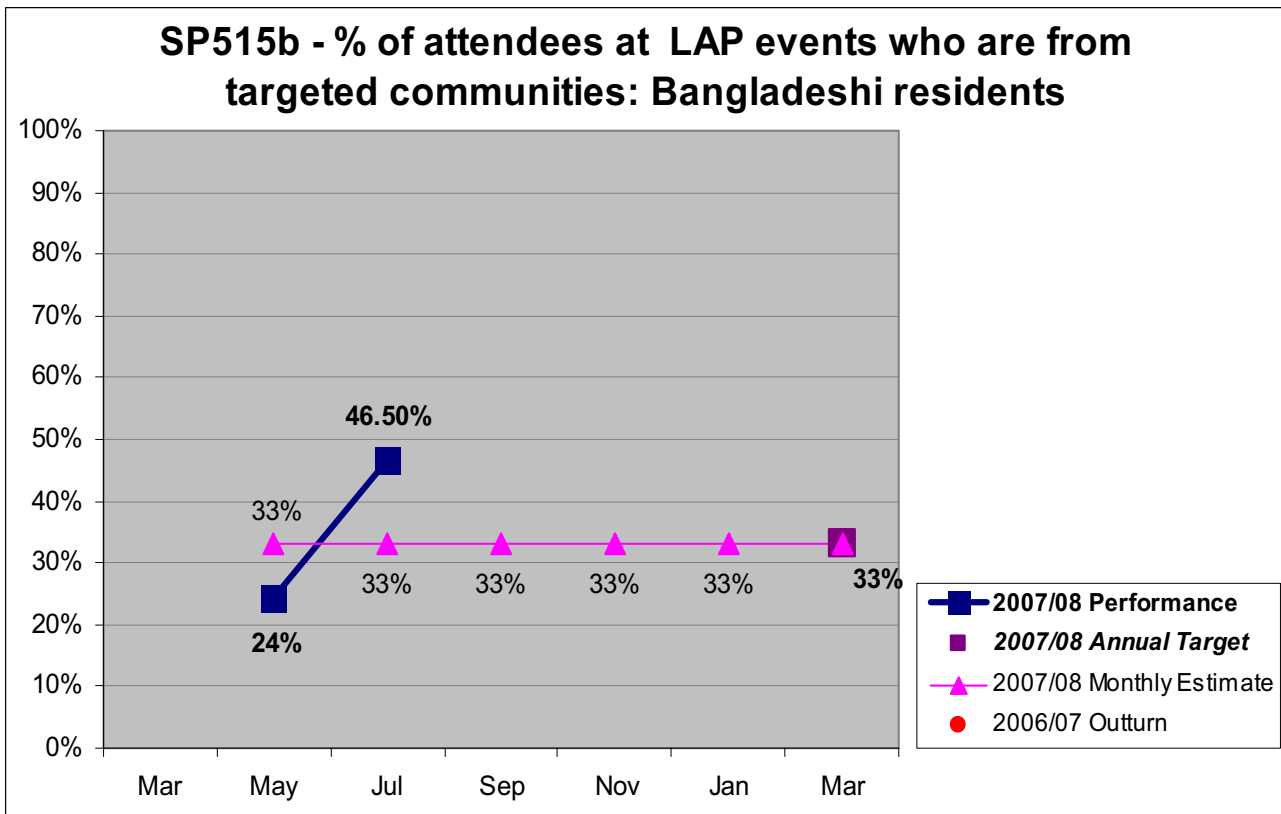
Traffic Light
September data
not available

Higher Performance is better



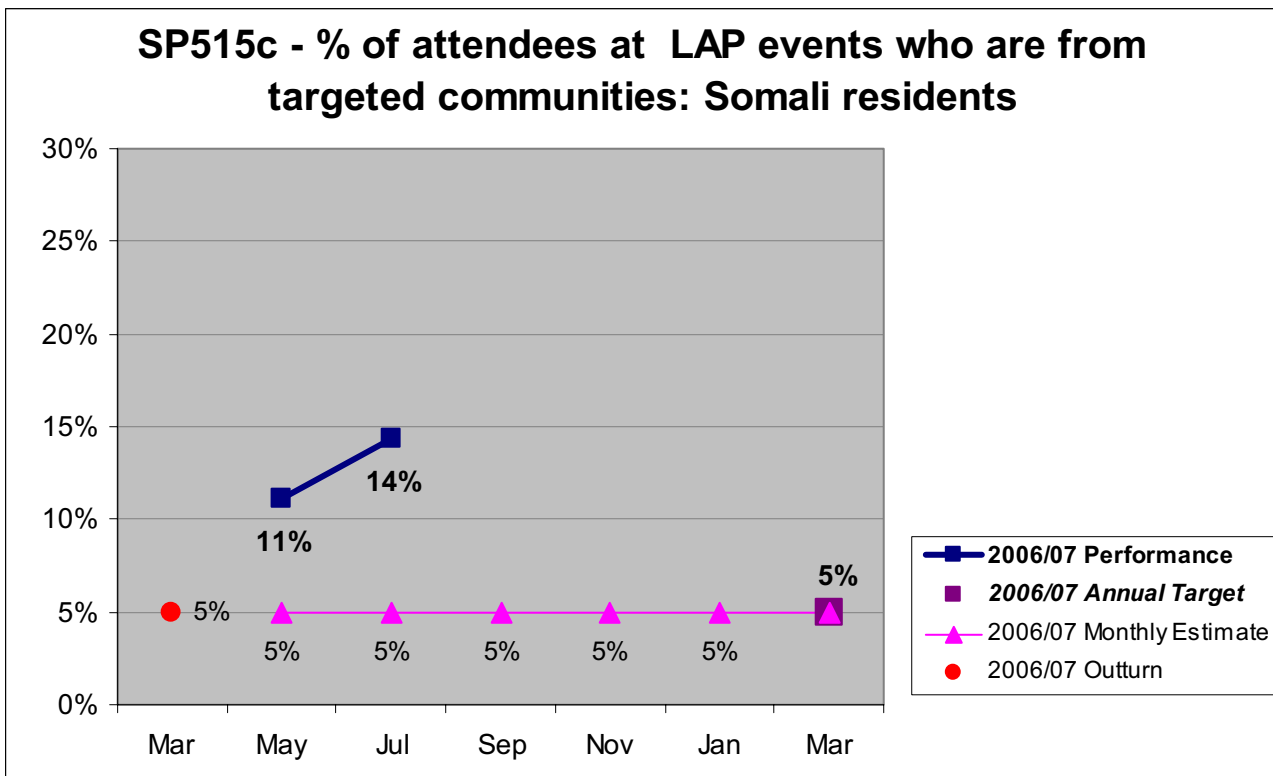
Traffic Light
September data
not available

Higher Performance is better



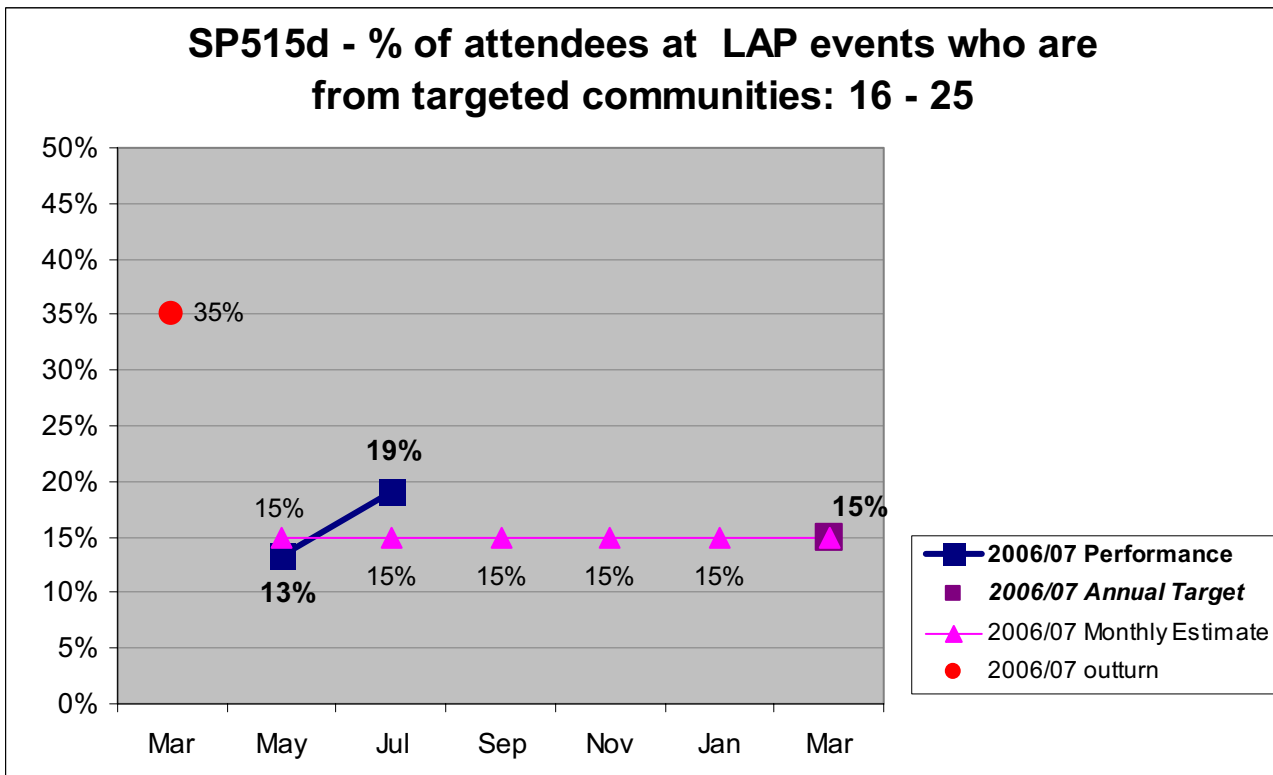
Traffic Light
September data
not available

Higher Performance is better

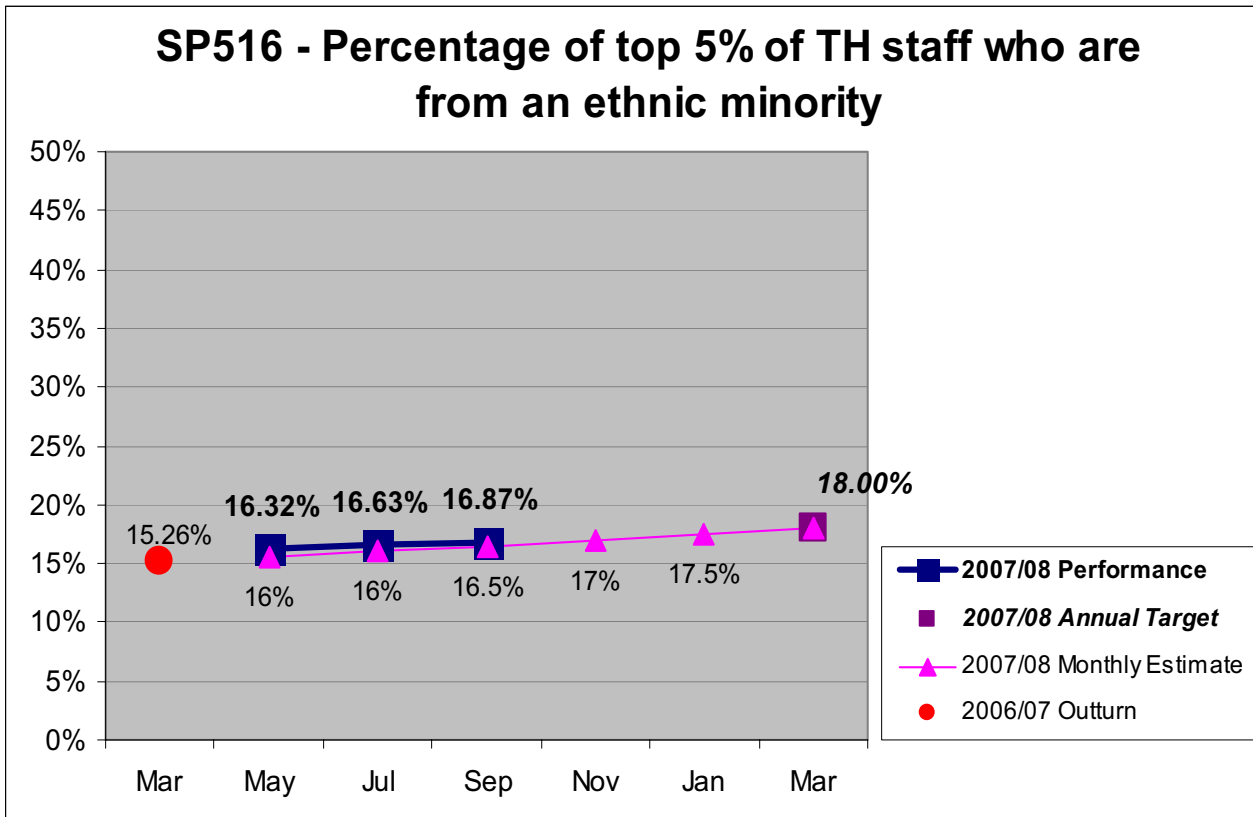


Traffic Light
September data
not available

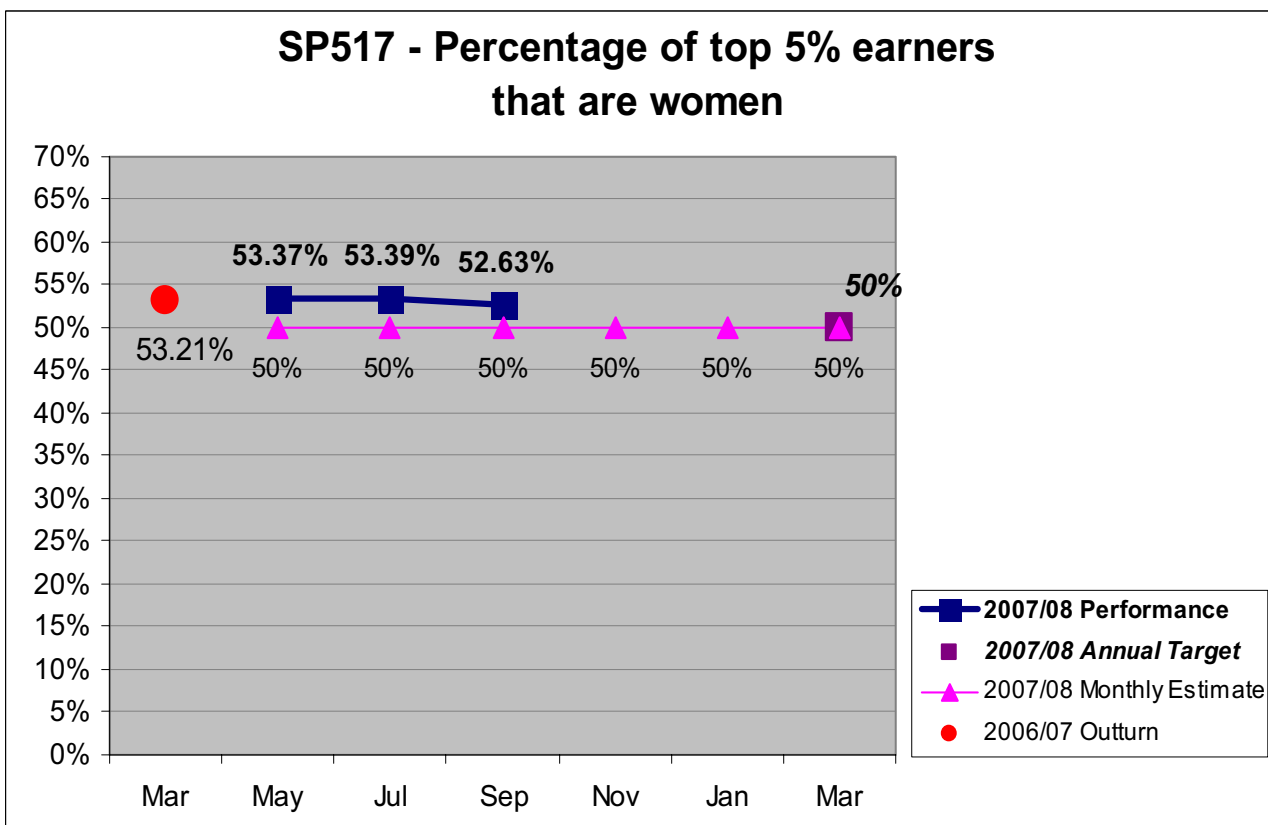
Higher Performance is better



Higher Performance is better



Higher Performance is better



	Cabinet 5/9/07 £000	Support Costs Adjustment £000	E & C Restructure £000	Chief Exec's Restructure £000	Latest Targets 2007/2008 £000
Service Budgets					
Adult Services	80,147	189			80,336
Children's Services	76,271		252	(686)	75,837
Development and Renewal & D&R Housing GF	7,241		520	1,487	9,248
Housing General Fund	4,094	(189)			3,905
Environmental & Culture	66,506		(66,506)		-
Communities Localities & Culture			63,703	1,421	65,124
Chief Executive	23,292			(23,292)	-
New Chief Executive's			548	11,919	12,467
Resources			1,482	9,151	10,633
Corporate/Capital	20,470				20,470
	278,021	-	-	-	278,020
Payments to/from Balances					
Corporate Contingency	90				90
Local Public Service Agreement Reserve	(400)				(400)
Parking Control Reserve	(2,510)				(2,510)
Housing Choice Earmarked Reserve	2,978				2,978
E-Govt Loan Repayment	689				689
Insurance Fund Earmarked Reserve	500				500
Underspend C/fwd (Drawn from Balances)	(425)				(425)
General Balances	1,200				1,200
	280,143	-	-	-	280,142
TOTAL NET BUDGET					

BUDGET / TARGET ADJUSTMENTS

Appendix 5B

Budget Disaggregation Register - 2007/08 Revenue Budget

	Directorates existing as at 30/09/07						Formation of new Directorates			
	Environment & Culture £000	Chief Executive £000	D & R £000	Corporate/ Capital £000	Children's Services £000	Housing General Fund £000	Adults Health & Wellbeing £000	Communities Localities and Culture £000	New Chief Executive's £000	Resources Directorate £000
Revenue Budget Book - 8/03/07	66,284	20,607	6,809	21,053	76,427	9,126	77,290	0	0	0
Post Budget Book changes as agreed by Cabinet on 05/07/07:										
Carry forwards	250	175			0	0	0			
Phase 1 - formation of Adults' Health & Wellbeing										
Transfer from Housing General		876				-3,577	3,577			
Transfer from Adults' H & W		1,634	432	-583	-156	-1,455	-876			
Other reallocations	-28						156			
Directorate agreed budget							189			
Current Budgets 30/09/07	66,506	23,292	7,241	20,470	76,271	3,905	80,336	0	0	0
Reallocation of services between directorates:										
E & C - restructure	-66,506		520		252			63,703	548	1,482
Chief Executive's - restructure		-23,292	1,487					1,421	11,919	8,465
Housing General Fund - restructure										
HR Restructure					-686					686
TOTAL BUDGET REQUIREMENT FOR DIRECTORATES	0	0	9,248	20,470	75,837	3,905	80,336	65,124	12,467	10,633

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ADULTS' HEALTH & WELLBEING	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	373	609	609	0		
Income	-54	-290	-290	0		
A02 Divisional Management & Adm	319	319	319	0		
Expenditure	452	589	589	0		
Income	-451	-588	-588	0		
A03 Access and Systems Capacity	1	1	1	0		
Expenditure	267	267	267	0		
Income	-267	-267	-267	0		
A04 Preventative Technology	0	0	0	0		
Expenditure	771	815	815	0		
Income	-770	-815	-815	0		
A05 Carers Programme	1	0	0	0		
Expenditure	2,838	2,838	2,891	53		
Income	-99	-99	-99	0		
A09 Elders Assessment & Care Manag	2,739	2,739	2,792	53		
Expenditure	167	167	167	0		
Income	-67	-67	-67	0		
A11 Physical Disabilities Sub divi	100	100	100	0		
Expenditure	1,190	1,190	1,190	0		
Income	-112	-112	-112	0		
A12 Physical Disabilities Assesseme	1,078	1,078	1,078	0		
Expenditure	87	87	87	0		
Income	-33	-33	-33	0		
A13 Learning Disabilities Sub Divi	54	54	54	0		
Expenditure	1,035	1,035	1,035	0		
Income	-319	-319	-319	0		
A14 Learning Disabilities Assesseme	716	716	716	0		
Expenditure	1,558	1,558	1,483	-75		
Income	-62	-62	-62	0		
A15 Occupational Therapy	1,496	1,496	1,421	-75		
Expenditure	1,131	1,131	1,103	-28		
Income	-520	-520	-520	0		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ADULTS' HEALTH & WELLBEING	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
A16 Occupational Therapy - Contrib	611	611	583	-28		
Expenditure	472	472	472	0		
Income	-125	-125	-125	0		
A17 HIV Drugs Alcohol	347	347	347	0		
Expenditure	1,752	1,752	1,700	-52		
Income	-180	-180	-180	0		
A18 Hospital Social Work Teams	1,572	1,572	1,520	-52		
Expenditure	72	72	77	5		
Income	-49	-49	-49	0		
A23 Mental Health Sub Division M&A	23	23	28	5		
Expenditure	2,697	2,697	2,720	23		
Income	-859	-859	-859	0		
A24 Area Mental Health Teams	1,838	1,838	1,861	23		
Expenditure	514	514	494	-20		
Income	-71	-71	-71	0		
A25 Mental Health Day Centres	443	443	423	-20		
Expenditure	87	99	99	0		
Income	0	0	0	0		
A30 Adult Resources Sub Division M	87	99	99	0		
Expenditure	590	528	488	-40		
Income	-1	-1	-1	0		
A31 Physical Disabilities Establis	589	527	487	-40		
Expenditure	481	481	481	0		
Income	-5	-5	-5	0		
A32 Learning Disabilities Day Cent	476	476	476	0		
Expenditure	1,665	1,665	1,645	-20		
Income	-42	-42	-42	0		
A33 Elders Day Centres	1,623	1,623	1,603	-20		
Expenditure	6,450	6,500	6,500	0	Reductions in expenditure have been achieved as a result of a decision not to accept new referrals to the in House Homecare service from March 2007.(services are commissioned from external providers for new clients).The latest forecast is dependant on these reductions being sustained for the rest of the financial year.	
Income	-540	-540	-540	0		
A34 Home Care	5,910	5,960	5,960	0		
Expenditure	817					
Income	-234					
A36 Care Alarms	583	0	0	0		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ADULTS' HEALTH & WELLBEING	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	284	244	194	-50		
Income	0	-67	-67	0		
A37 Emergency Duty Team	284	177	127	-50		
Expenditure	23,617	23,901	23,827	-74		Substantial efficiencies have been achieved in recontracting for a range of care services. In addition, the introduction of a new national framework for determining eligibility of NHS
Income	-4,810	-5,104	-5,252	-148		Continuing care funding is expected to increase income from the NHS as a contribution to the costs of care.
A42 Elders Commissioning	18,807	18,797	18,575	-222		
Expenditure	18,766	18,834	19,838	1,004		
Income	-2,565	-2,633	-2,950	-317		Please see 'Explanation of Significant Variances' Report
A43 Learning Disabilities Commissi	16,201	16,201	16,888	687		
Expenditure	8,368	8,530	8,743	213		There are continuing cost pressures in residential care although these are being tightly controlled. However this remains a high risk area. Officers are seeking to negotiate a financial risk share arrangement with NHS partners to mitigate these risks.
Income	-1,477	-1,640	-1,713	-73		
A44 Mental Health Commissioning	6,891	6,890	7,030	140		
Expenditure	7,193	7,359	7,273	-86		
Income	-1,470	-1,636	-1,551	85		
A45 Physical Disabilities Commissi	5,723	5,723	5,722	-1		
Expenditure	256	256	199	-57		
Income	-150	-150	-150	0		
A46 HIV Commissioning	106	106	49	-57		
Expenditure	764	764	764	0		
Income	0	0	0	0		
A47 Drugs Commissioning	764	764	764	0		
Expenditure	256	256	256	0		
Income	0	0	0	0		
A48 Alcohol Commissioning	256	256	256	0		
		38,463	38,211	-252		There are more people in temporary accommodation than budgeted for, which leads to higher than expected management costs income. Efficiency savings are also expected in staffing costs with a number of posts being held vacant.
		-34,775	-34,775	0		
A49 Homeless & Hsing Advice Services	0	3,688	3,436	-252		A historic error in the budget setting process has been corrected, involving some double counting of both expenditure and income. A virement form has been completed for approval by Cabinet. This has a nil effect on the net budget.
		16,824	15,634	-1,190		
		-16,746	-15,556	1,190		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ADULTS' HEALTH & WELLBEING	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
A50 Supporting People	0	78	78	0		
Expenditure	49	49	49	0		
Income	0					
A53 Strategic Division M&A	49	49	49	0		
Expenditure	615	615	615	0		
Income	-222	-222	-222	0		
A54 Policy and Planning	393	393	393	0		
Expenditure	375	375	375	0		
Income	0					
A55 Quality and Performance	375	375	375	0		
Expenditure	379	379	379	0		
Income	0					
A56 Adult Services IT	379	379	379	0		
Expenditure	402	402	402	0		
Income	-179	-179	-179	0		
A57 Strategic Projects	223	223	223	0		
Expenditure	773	868	868	0		
Income	-91	-25	-25	0		
A58 Technical Resources	682	843	843	0		
Expenditure	619	619	699	80		
Income	0					
A59 Corporate Services	619	619	699	80		
Expenditure	9	9	9	0		
Income	0					
A60 Communications	9	9	9	0		
Expenditure	305	277	277	0		
Income	-274	-274	-274	0		
A65 Personnel Services	31	3	3	0		
Expenditure	1,007	1,035	1,035	0		
Income	-499	-499	-499	0		
A66 Learning and Development	508	536	536	0		
Expenditure	343					
Income	-234					
A67 NVQ Assessment	109	0	0	0		
Expenditure	40	40	27	-13		
Income	0					

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ADULTS' HEALTH & WELLBEING	FULL YEAR					Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Latest Budget £'000	Forecast Outturn £'000		
A68 Supported Employment	40	40	27	-13	-13		
Expenditure	697	707	697		-10		
Income	-24	-24	-24		0		
A71 Finance Services	673	683	673	-10	-10		
Expenditure	141	137	137		0		
Income	0	0	0		0		
A72 Budget Shortfall Contingency	141	137	137	0	0		
Expenditure	3,422	3,345	3,345		0		
Income	0	0	0		0		
A90 Support Services Holding Accou	3,422	3,345	3,345	0	0		
Adult Services Total	77,290	80,336	80,484	148	148		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHILDREN'S SERVICES	FULL YEAR		Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000		
Expenditure	3,959	5,120	0	
Income	-3,931	-5,092	0	
G02 Pre-Primary Education	29	29	0	
Expenditure	109,026	122,857	2	
Income	-106,566	-120,409	0	
G04 Primary Education	2,460	2,449	2	
Expenditure	97,520	115,021	16	
Income	-95,173	-112,674	0	
G06 Secondary Education	2,347	2,347	16	
Expenditure	11,055	15,032	0	
Income	-10,765	-14,743	0	
G08 Special Education	290	290	0	
Expenditure	659	735	4	
Income	-84	-269	-4	
G10 EYCL M&A	575	466	466	
Expenditure	3,044	7,119	0	
Income	-2,625	-6,506	0	
G11 Early Years	419	614	613	
Expenditure	2,701	3,002	8	
Income	-96	-96	-7	
G12 Local Authority Day Nurseries	2,605	2,906	2,907	
Expenditure	7,204	7,726	0	
Income	-7,204	-7,404	0	
G13 Childrens Centres	0	323	323	
Expenditure	466	639	77	
Income	-40	-40	-30	
G14 School Improvement Primary	427	599	646	
Expenditure	1,785	2,133	443	Trading a/c expenditure included in outturn
Income	-298	-394	-840	Trading a/c income included in outturn
G15 Pupil & Student Services	1,487	1,739	1,736	
Expenditure	8,822	9,053	0	
Income	-5,045	-4,855	0	
G16 Special Educational Needs	3,777	4,199	4,199	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHILDREN'S SERVICES	FULL YEAR		YEAR	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	Comment/ Risk Areas
	Original Budget £'000						
Expenditure	2,128			2,775	3,941	1,166	Trading a/c expenditure included in outturn
Income	-2,116			-2,816	-3,979	-1,163	Trading a/c income included in outturn
G17 Support For Learning Service	12			-41	-38	2	
Expenditure	1,101			1,240	1,251	11	
Income	-421			-444	-458	-14	
G18 Educational Psychology	679			796	794	-2	
Expenditure	429			508	1,129	621	Increased activity due to additional government grant (Parental Engagement)- virements pending
Income	-123			-123	-747	-624	Additional government grant allocation - virements pending
G19 Equalities and Parental Engage	307			386	382	-4	
Expenditure	178			194	194	0	
Income							
G20 Governors Services	178			194	194	0	
Expenditure	145			160	182	22	
Income					-23	-23	
G25 Young People & Learning	145			160	160	0	
Expenditure	9,381			1,193	1,269	76	
Income	-8,899			-461	-463		
G26 School Improvement Secondary	483			732	807	74	
Expenditure	3,156			3,629	4,035	406	
Income	-3,156			-3,677	-4,085	-408	
G29 PRU	0			-48	-50	-2	
Expenditure	383			427	490	63	
Income	-10			-10	-73	-63	
G33 E-Learning	373			417	417	0	
Expenditure	893			375	375	0	
Income							
G37 Youth & Community Learning M&A	893			375	375	0	
Expenditure	3,981			4,775	5,094	319	Increased activity due to additional government grant (Learning & Skills Council)- virements pending
Income	-3,320			-3,320	-3,639	-319	Additional government grant allocation - virements pending
G38 Lifelong Learning	661			1,456	1,456	0	
Expenditure	5,268			8,530	10,360	-1,830	Increased activity due to additional government grant (Connexions)- virements pending
Income	-1,240			-4,275	-6,104	1,829	Additional government grant allocation - virements pending

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHILDREN'S SERVICES	FULL YEAR		Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000		
G39 Youth & Connexions Service	4,028	4,256	4,256	0
Expenditure	1,256	2,042	2,087	45
Income	-340	-340	-386	-46
G40 Junior Youth Service	917	1,702	1,701	-1
Expenditure	720	1,126	1,128	2
Income		-14	-16	-2
G42 Community Languages Team	720	1,112	1,112	0
Expenditure	58	87	87	0
Income				0
G43 Out-of-hours Learning & Study	58	87	87	0
Expenditure		14	14	0
Income				0
G44 Extended Schools	0	14	14	0
Expenditure	910	910	910	0
Income	-910	-910	-910	0
G46 Community Premises	0	0	0	0
Expenditure	216	373	373	0
Income				0
G49 Childrens Social Care M&A	216	373	373	0
Expenditure	1,717	1,838	1,804	-34
Income	-56			
G50 Child Protection & Reviewing	1,661	1,838	1,804	-34
Expenditure	677	789	789	0
Income	-57	-57	-57	0
G51 Childrens Resources : Management	620	732	732	0
Expenditure	1,526	1,724	1,724	0
Income				0
G52 Childrens Resources : Resident	1,526	1,724	1,724	0
Expenditure	2,485	2,832	2,832	0
Income	-857	-887	-919	-32
G53 Childrens Resources : Family P	1,628	1,945	1,913	-32
Expenditure	16,920	17,090	17,266	176
Income	-1,056	-1,056	-1,214	-158
G54 Childrens resources : Commissi	15,864	16,034	16,052	18

Increase placement use from the independent sector (£559k). Reduction of specialist external residential placements (£-383k).
Additional Unaccompanied Asylum Seeker Children grant. Recovery of overpayments.

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHILDREN'S SERVICES	FULL YEAR		Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000		
Expenditure	2,047	2,575	-71	
Income		-203	0	
G55 Children Looked After	2,047	2,373	-72	
Expenditure	2,403	2,640	-94	
Income	-165	-165		
G56 Leaving Care	2,238	2,474	-94	
Expenditure	5,944	7,010	200	
Income	-12	-223		
G57 Fieldwork	5,932	6,788	200	
Expenditure	2,110	2,358	0	
Income	-106	-122	0	
G58 Integrated Services for CWD	2,003	2,236	0	
Expenditure	307	328	0	
Income	-44	-44	0	
G59 Emergency Duty Team	263	284	0	
Expenditure	1,501	1,662	29	
Income	-845	-845	-29	
G60 Youth Offending Service	656	817	0	
Expenditure		1,945	-58	
Income		-1,270	0	
G61 Children - Mental Health (CAMHS)	0	675	-58	
Expenditure	420	1,139	0	
Income			0	
G65 SPP M&A	420	1,139	0	
Expenditure	355	412	0	
Income	-163	-220	0	
G67 Commissioned Services	192	192	0	
Expenditure	98	257	23	
Income	-8	-8	-23	
G68 External Funding & Partnership	90	249	0	
Expenditure	35,201	42,069	0	
Income	-34,465	-41,292		
G68 External Funding - Major Govt Grants	736	777	0	

Risk: Strategy Partnership and Performance are reported within budget but currently subject to a major review that may result in future variances between operational budgets within the service area.

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHILDREN'S SERVICES	FULL YEAR		YEAR	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	Comment/ Risk Areas
	Original Budget £'000						
Expenditure	46			47	47	0	
Income						0	
G69 Communications	46			47	47	0	
Expenditure	169			170	170	0	
Income	-169			-169	-169	0	
G70 CIS	0			0	0	0	
Expenditure	524			555	555	0	
Income	-5			-5	-5	0	
G71 Performance Research and Statist	519			550	550	0	
Expenditure	166			231	231	0	
Income	-28			-28	-28	0	
G72 Programme Management	138			203	203	0	
Expenditure	466			520	520	0	
Income						0	
G73 Quality Audit & Project Managem	466			520	520	0	
Expenditure	201			202	202	0	
Income						0	
G74 Quality & Performance	201			202	202	0	
Expenditure	696			780	780	0	
Income	-387			-387	-387	0	
G75 IT Social Care	309			393	393	0	
Expenditure	259			274	236	-38	
Income	-26			-26	-26	0	
G79 Childrens Services Resources M	233			249	210	-38	
Expenditure	439			471	364	-107	Reduction in salary costs - Personal Assistant transferred to other services - virement required
Income							
G80 Information & Support Services	439			471	364	-107	
Expenditure	985			1,079	1,077	-2	
Income	-460			-460	-460	0	
G81 Building Dev & Tech Service	524			619	617	-2	
Expenditure	11,088			1,964	1,964	0	
Income	-768			-739	-739	0	
G82 Childrens Services Finance	10,320			1,226	1,226	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHILDREN'S SERVICES	FULL YEAR	YEAR		Forecast Outturn £'000	Variance £'000	Comment/ Risk Areas
		Original Budget £'000	Latest Budget £'000			
Expenditure	2,440	2,599	2,795	196		
Income	-224	-224	-275	-51		Due to restructuring/grading, agency staff are covering vacant posts. Expenditure re Criminal Records Bureau (CRB) checks.
G83 Childrens Services HR	2,216	2,374	2,520	146		Additional CRB checks
Expenditure	166	176	73	-103		Staff Vacancy and reduction in HTLA salary costs
Income	-84	-84	-56	28		Reduction in Training & Devel Agency grant
G84 Teacher Recruitment	82	91	17	-75		
Expenditure	1,029	1,043	1,235	192		Increased salaries/Consultants costs/training as a consequence of increased activity.
Income	-449	-449	-624	-175		Increase in Training & Devel Agency grant
G85 Learning & Development	580	594	611	17		
Expenditure	776	860	860	0		
Income	-416	-416	-416	0		
G86 PDC	359	443	443	0		
Expenditure	37	86	86	0		
Income						
G89 Building Schools for the Future	37	86	86	0		
Children' Services Total	76,427	76,271	76,271	0		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	2,468	2,646	2,646	0	Virements: To incorporate the projected full costs of the production of the Local Development Framework. This expenditure is fully funded through the application of Planning Delivery Grant.
Income	-935	-1,113	-1,113	0	
J02 Strategy & Innovation	1,533	1,533	1,533	0	
Expenditure	1,735	2,030	2,030	0	Virements: To incorporate the costs of: 1.- The digitisation of the Land Charges Register on Acolaid, and the digital back capture of historical data within Land Charges and supporting services. This involves the scanning of approximately 3 million records and will lead to the automation of the complete Land Charges process, realising savings in terms of lower staffing levels and storage costs; 2.- Increased staff costs to support the determination of planning applications in accordance with Best Value performance indicators. Both these items are fully funded through the application of Planning Delivery Grant
Income	-38	-333	-333	0	
J04 Major Project & Development	1,697	1,697	1,697	0	
Expenditure	2,639	3,145	3,145	0	Risk concerns: Fluctuations in Planning Fee and Land Charge Search income dependent on external factors i.e. the economy and market conditions. Planning Fee income for the first six months of the financial year is above budget. Land charge income, although below target for the first three months is now slightly above estimate after six months.
Income	-2,845	-3,351	-3,351	0	
J06 Development Decisions	-206	-206	-206	0	
Expenditure	2,821	2,821	2,821	0	
Income	-2,656	-2,656	-2,656	0	
J08 External Project Funding	165	165	165	0	
Expenditure	780	780	780	0	
Income	0	0	0	0	
J10 Match Funding	780	780	780	0	
Expenditure	1,119	1,119	1,119	0	
Income	-219	-219	-219	0	
J12 Resources	900	900	900	0	
Expenditure	2,116	2,115	2,115	0	
Income	-176	-176	-176	0	
J14 Management & Support Services	1,940	1,939	1,939	0	
Expenditure	0	433	433	0	
Income	0	0	0	0	
J16 Community Use of Buildings	0	433	433	0	
DEV Development & Renewal	6,809	7,241	7,241	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
DEVELOPMENT & RENEWAL HOUSING GENERAL FUND					
Expenditure	484	484	484	0	
Income	0	0	0	0	
L02 Housing Associations	484	484	484	0	
Expenditure	1,017	1,012	1,012	0	
Income	-830	-830	-830	0	
L04 Financing	187	182	182	0	
Expenditure	468	0	0	0	
Income	-40	0	0	0	
L06 HGF Advice	428	0	0	0	
Expenditure	877	877	877	0	
Income	0	0	0	0	
L07 HGF Nominations	877	877	876	0	
Expenditure	169,259	169,259	177,601	8,342	A provision of £250K has been made for the impact of any reduction in subsidy occurring during 2007/08. This is based on 2006/07 data.
Income	-169,106	-169,106	-177,125	-8,019	
L08 Housing Benefits	153	153	476	323	
Expenditure	7,465	7,465	7,465	0	
Income	-5,108	-6,558	-6,558	0	
L10 HB Administration	2,357	907	907	0	
Expenditure	37,995	0	0	0	
Income	-34,735	0	0	0	
L12 Homeless Persons	3,260	0	0	0	
Expenditure	81	81	81	0	
Income	0	0	0	0	
L17 Community Development	81	81	81	0	
Expenditure	625	625	625	0	
Income	0	0	0	0	
L18 Service Strategy & Support	625	625	625	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

DEVELOPMENT & RENEWAL HOUSING GENERAL FUND	FULL YEAR				Variance £'000	Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	99	99	99	0		
Income	0	0	0	0		
L21 HGF Grants	99	99	99	0		
Expenditure	337	337	337	0		
Income	0	0	0	0		
L22 HGF Strategic Themes	337	337	337	0		
Expenditure	423	423	428	5		
Income	-262	-262	-262	0		
L26 Private HSG. Improvement	161	161	166	5		
Expenditure	16,824	0	0	0		
Income	-16,746	0	0	0		
L30 Supporting People	78	0	0	0		
HOU Housing Services	9,126	3,905	4,233	328		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ENVIRONMENT & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	1,633	1,337	1,337	0	
Income	-1,633	-1,337	-1,337	0	
E01 Management & Support	0	0	0	0	
Expenditure	862	856	856	0	
Income	-919	-855	-855	0	
E10 Street Services Management & /	-57	1	1	0	
Expenditure	25,371	25,135	25,405	270	Variance: Contract cost associated with the termination of the THCRC still to be finalised.
Income	-4,640	-4,668	-4,668	0	
E11 Waste & Cleansing Services	20,731	20,467	20,737	270	
Expenditure	11,723	11,770	11,770	0	
Income	-1,563	-1,809	-1,809	0	
E12 Transportation & Highways	10,160	9,961	9,961	0	
Expenditure	119	120	120	0	
Income	0	0	0	0	
E13 School Crossing	119	120	120	0	
Expenditure	2,031	1,867	1,867	0	
Income	-2,086	-1,867	-1,867	0	
E14 Local Enforcement Teams	-55	0	0	0	
Expenditure	147	109	109	0	
Income	-146	-108	-108	0	
E20 Environment Control Manager	1	1	1	0	
Expenditure	1,911	2,020	2,020	0	
Income	-249	-359	-359	0	
E21 Trading Standards	1,662	1,661	1,661	0	
Expenditure	6,486	6,647	6,647	0	
Income	-1,022	-1,184	-1,184	0	
E22 Environmental Health	5,464	5,463	5,463	0	
Expenditure	4,899	4,900	4,900	0	Risks: Insufficient Concessionary Fares budget and associated Salary costs
Income	-3	-3	-3	0	
E23 Concessionary Fares	4,896	4,897	4,897	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ENVIRONMENT & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	1,927	1,907	1,907	0	
Income	-1,927	-1,927	-1,927	0	
E30 Fleet Management	0	-20	-20	0	
Expenditure	4,610	4,575	4,575	0	
Income	-4,610	-4,610	-4,610	0	
E31 Passenger Transport	0	-35	-35	0	
Expenditure	438	423	423	0	
Income	-438	-438	-438	0	
E32 DSO Vehicle Workshop	0	-15	-15	0	
Expenditure	20,620	20,499	20,749	250	Variance: Relating to delay finalising restructuring and transitional cost associated with disposal of buildings
Income	-19,106	-19,008	-19,008	0	
E33 Admin Buildings	1,514	1,491	1,741	250	
Expenditure	548	440	440	0	
Income	-911	-434	-434	0	
E34 Depots	-363	6	6	0	
Expenditure	1,487	1,549	1,549	0	
Income	-1,192	-1,192	-1,192	0	
E35 Creative & Technical Resources	295	357	357	0	
Expenditure	571	821	821	0	
Income	-265	-265	-265	0	
E36 Health & Safety	306	556	556	0	
Expenditure	536	517	517	0	
Income	-252	-252	-252	0	
E37 Corporate Property Services	284	265	265	0	
Expenditure	983	944	944	0	
Income	-1,020	-981	-981	0	
E40 Divisional Management	-37	-37	-37	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

ENVIRONMENT & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	10,713	10,713	10,713	0	Risks: Integrated Idea Stores structure formed from existing Libraries and Life Long Services has resulted in additional transitional costs relating to delays implementing new structure and income reduction.
Income	-1,632	-1,632	-1,632	0	
E41 Idea Stores Management	9,081	9,081	9,081	0	
Expenditure	5,402	5,402	5,402	0	
Income	-693	-693	-693	0	
E42 Sports & Physical Activity	4,709	4,709	4,709	0	
Expenditure	6,773	6,875	6,875	0	
Income	-640	-742	-742	0	
E43 Parks & Open Spaces	6,133	6,133	6,133	0	
Expenditure	1,716	1,716	1,716	0	
Income	-273	-273	-273	0	
E44 Arts & Events	1,443	1,443	1,443	0	
Expenditure	739	733	733	0	
Income	-739	-733	-733	0	
E45 Mile End Park	0	0	0	0	
Environment & Culture	66,284	66,506	67,026	520	
Trading Accounts					
Expenditure	9,776	9,776	9,776	0	
Income	-9,776	-9,776	-9,776	0	
E24 Parking Control	0	0	0	0	
Expenditure	2,420	2,420	2,420	0	
Income	-2,420	-2,420	-2,420	0	
E25 Street Trading	0	0	0	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

	FULL YEAR				Variance £'000	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
CHIEF EXECUTIVE'S						
Expenditure	0	1125	1,125	0		
Income	0	-1125	-1,125	0		
A66 Learning & Development	0	0	0	0		
Expenditure	403	565	565	0		
Income	-299	-299	-299	0		
C02 Participation & Engagement	104	266	266	0		
Expenditure	891	891	891	0		
Income	0	0	0	0		
C04 Local Training & Employment	891	891	891	0		
Expenditure	14,540	15,634	15,634	0		
Income	-14,540	-15,634	-15,634	0		
C06 Neighbourhood Renewal Fund	0	0	0	0		
Expenditure	6,305	6,060	6,060	0		
Income	-4,880	-4,639	-4,639	0		
C08 Community Safety	1,425	1,421	1,421	0		
Expenditure	2,109	2,600	2,600	0		
Income	-2,184	-2,676	-2,676	0		
C14 Communications	-75	-76	-76	0		
Expenditure	762	702	702	0		
Income	0	0	0	0		
C16 Strategy & Performance	762	702	702	0		
Expenditure	2,240	2,240	2,240	0		
Income	-2,240	-2,240	-2,240	0		
C32 Corporate Finance	0	0	0	0		
Expenditure	869	869	869	0		
Income	-869	-869	-869	0		
C34 Internal Audit	0	0	0	0		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHIEF EXECUTIVE'S	FULL YEAR				Variance £'000	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	30,299	31,749	31,749	0		
Income	-27,468	-27,468	-27,468	0		
C36 Council Tax & NNDR	2,831	4,281	4,281	0		
Expenditure	732	880	880	0		
Income	-732	-732	-732	0		
C38 Procurement	0	148	148	0		
Expenditure	455	455	455	0		
Income	-455	-455	-455	0		
C40 Risk Management	0	0	0	0		
Expenditure	925	925	925	0		
Income	-925	-925	-925	0		
C42 Debtors Income Service	0	0	0	0		
Expenditure	404	404	404	0		
Income	-404	-404	-404	0		
C44 Cashiers	0	0	0	0		
Expenditure	838	838	838	0		
Income	-838	-838	-838	0		
C46 Payments	0	0	0	0		
Expenditure	10,628	13,145	13,145	0		
Income	-10,653	-13,186	-13,186	0		
C48 Information Services	-25	-41	-41	0		
Expenditure	6,073	6,711	6,711	0		
Income	-4,292	-4,292	-4,292	0		
C50 Contact Centre	1,781	2,419	2,419	0		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHIEF EXECUTIVE'S	FULL YEAR				Variance £'000	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	3,401	3,459	3,459	3,459	0	
Income	-3,401	-3,401	-3,401	-3,401	0	
C52 Legal Services	0	58	58	58	0	
Expenditure	3,009	3,071	3,071	3,071	0	
Income	-136	-235	-235	-235	0	
C54 Scrutiny & Equalities	2,873	2,836	2,836	2,836	0	
Expenditure	662	662	662	662	0	
Income	-329	-329	-329	-329	0	
C56 Registration of Births, Deaths	333	333	333	333	0	
Expenditure	605	605	605	605	0	
Income	0	0	0	0	0	
C58 Electoral Registration	605	605	605	605	0	
Expenditure	15	15	15	15	0	
Income	0	0	0	0	0	
C60 Borough Elections	15	15	15	15	0	
Expenditure	2,603	2,673	2,673	2,673	0	
Income	-310	-381	-381	-381	0	
C62 Democratic Services	2,293	2,292	2,292	2,292	0	
Expenditure	1,477	1,475	1,475	1,475	0	
Income	-1,477	-1,477	-1,477	-1,477	0	
C64 Payroll	0	-2	-2	-2	0	
Expenditure	759	759	759	759	0	
Income	-759	-759	-759	-759	0	
C66 Pensions	0	0	0	0	0	
Expenditure	520	519	519	519	0	
Income	-167	-167	-167	-167	0	
C68 Hamlets Youth Training	353	352	352	352	0	

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CHIEF EXECUTIVE'S	FULL YEAR				Variance £'000	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000			
Expenditure	549	549	549	0		
Income	0	0	0	0		
C70 Work Force to Reflect the Comr	549	549	549	0		
Expenditure	828	1,238	1,238	0		
Income	-828	-1,238	-1,238	0		
C72 H R Operations	0	0	0	0		
Expenditure	1,371	1,370	1,370	0		
Income	-1,305	-1,305	-1,305	0		
C74 H R Strategy	66	65	65	0		
Expenditure	921	1,400	1,400	0		
Income	-810	-1,181	-1,181	0		
C76 Training & Development	111	219	219	0		
Expenditure	1,369	1,369	1,369	0		
Income	0	0	0	0		
C78 Demo Representation & Mgt	1,369	1,369	1,369	0		
Expenditure	4,101	4,271	4,271	0		
Income	-156	-156	-156	0		
C80 Corporate Management	3,945	4,115	4,115	0		
Expenditure	401	475	475	0		
Income	0	0	0	0		
C82 Unapportionable Cent. O/heads	401	475	475	0		
Chief Executive's	20,607	23,292	23,292	0		

FULL YEAR OUTTURN BASED ON EXPENDITURE AS AT 30/09/07

CORPORATE COSTS / CAPITAL FINANCING	Expenditure			Income			Net Variance			Comments/Risks
	Latest Budget	Actual Outturn (c) (before any transfers/carry forwards)	Variance	Latest Budget	Final Actual Outturn	Variance	Latest Budget	Final Actual Outturn	Variance	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Corporate Expenditure	16,760	17,027	267	-	-	-	16,760	17,027	267	
Leases & Contributions	2,283	2,283	-	-	-	-	2,283	2,283	-	
Capital Financing & Treasury	24,990	23,807	(1,183)	(3,976)	(4,350)	(374)	21,014	19,457	(1,557)	
Asset Rentals	-	-	-	(19,587)	(19,587)	-	(19,587)	(19,587)	-	
Expenditure/(Income)	44,033	43,117	(916)	(23,563)	(23,937)	(374)	20,470	19,180	(1,290)	Overall surplus resulting from increased investment income

**VIREMENTS
REQUIRING CABINET APPROVAL**

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment 2007/2008	Effect on 2008/2009 of Proposed Virement/Target Adjustment	Proposed Non-recurring Virements	Reasons for virement/target adjustments (This text will be included in the report)
	£000	£000		£000	
VIREMENTS (OVER £250K) Supporting People					
Third party payments	16,824	(1,002)	(1,002)		Some double counting of estimated expenditure and income in 2006/07 rolled into 2007/2008 in error. Both expenditure and income need to be reduced by the same amount.
Government grants	16,746	1,002	1,002		
VIREMENT TOTAL		-	-		

**VIREMENTS
REQUIRING CABINET APPROVAL**

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment	Proposed Non-recurring Virements	Reasons for virement/target adjustments (This text will be included in the report)
	£000	£000	£000	
VIREMENTS (OVER £250K)				
Youth & Community Learning				
Youth & Connexions (G39)				
Contracted Youth Work				
Employees	2,146	723		
Premises	511	73		
Transport	64	9		
Supplies & Services	556	128		
Third Party Payments	5,058	(838)		
Support Services	196	-		
Government Grants	(4,223)	(95)		
Other Grants & Reimbursements	(52)	4		
Customer & Client Receipts	-	(4)		
VIREMENT TOTAL	4,256	-	-	

Locally based youth club work was contracted out in 2001/02. When contracts were retendered there were no successful bidders for LAP1, 2 & 3. Therefore this work has been brought back in-house. Cabinet had previously decided to bring Outdoor Education back in-house.

**VIREMENTS
REQUIRING CABINET APPROVAL**

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment 2007/2008	Effect on 2008/2009 of Proposed Virement/Target Adjustment	Proposed Non- recurring Virements	Reasons for virement/target adjustments (This text will be included in the report)
	£000	£000		£000	
VIREMENTS (OVER £250K)					
Waste & Cleansing Services (E11)	25,135		-	314	Realigning WPEG funding in line with 2007/08 grant
Waste & Cleansing Services (E11)	(4,668)		-	(314)	
VIREMENT TOTAL	20,467		-	-	

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Template for Mid Year Look on the 2007/08 efficiency gains							
		Expected Annual	Expected Annual	Expected	Achieved	Of which	Of which
		Efficiency Gains	Efficiency Gains	Savings to date	Savings to date	Cashable...	Cashable...
		Forward Look	Mid Year Look	Mid Year Look	Mid Year Look	Forward Look	Mid Year Look
		2007/08	2007/08	2007/08	2007/08	2007/08	2007/08
		£000	£000	£000	£000	£000	£000
Adult Social Services:							
SAV/AS/01	Review of HIV, Drugs & Alcohol and Vulnerable Adult services	65	65	32	32	65	65
SAV/AS/02	Agency costs- Vendor Managed Service	123	123	65	65	123	123
SAV/AS/03	Aligning Homecare service provision	550	550	275	222	550	550
NCE/AS/01	Social care for adults & older people - unit cost rises below inflation	2767	2767	0	0	0	0
	sub-total	3,505	3,505	372	319	738	738
Children's Services:							
SAV/CS/06	Looked After Children Co-ordinator post	50	50	50	50	50	50
SAV/CS/07	LAC administrator post	30	30	30	30	30	30
SAV/CS/08	Integration of Children's Services	180	180	180	180	180	180
SAV/CS/09	Head of School Improvement	85	85	85	85	85	85
SAV/CS/12	Pupil Referral Unit Admin Post	25	25	25	25	25	25
SAV/CS/14	Home to School Transport	60	60	60	60	60	60
NCE/CS/01	Commissioning Budget (Section 23)	422	422	211	211	0	0
	sub-total	852	852	641	641	430	430
Culture & Sport:							
SAV/EC/07	management	35	35	35	35	35	35
NCE/EC/01	Ideas Stores - Unit costs	1433	1433	0	0	0	0
	sub-total	1,468	1,468	35	35	35	35
Environmental Services:							
SAV/EC/01	Agency Staff - Vendor Managed Service	123	123	51.3	51.3	123	123
SAV/EC/02	CCTV Line Rental	20	20	8.3	8.3	20	20
SAV/EC/03	Parking Control - Review Traffic Enforcement & Recovery Process	200	200	100	100	200	200
SAV/EC/04	Parking Control - Reorganisation of Service/Structural Procedures	120	0	0	0	120	0
SAV/EC/05	Rationalisation Inspection/Monitoring St Management	200	200	139	139	200	200
SAV/EC/06	Review of Licensing Service	60	60	25	25	60	60
SAV/EC/08	Structural Reviews - Operational/Back Office	230	230	230	100	230	230
SAV/EC/09	Sustainability	35	35	14.6	14.6	35	35
SAV/EC/10	Review of Consumer Advice	30	30	12.5	12.5	30	30
SAV/EC/11	Private Sector Housing	40	40	16.7	16.7	40	40
SAV/EC/12	Environmental Protection Measures	35	35	14.6	14.6	35	35
SAV/EC/13	Strategy & Programmes	45	45	45	45	45	45
SAV/EC/14	Street lighting maintenance - invest to save	35	35	35	35	35	35
NCE/EC/02	Environmental Health/Trading Standards	25	25	0	0	0	0
HRA - E&C							
HOU/EC/05	Noise Services	7	7	0	0	7	7
HOU/EC/06	Corporate Property Services	31	31	0	0	31	31
HOU/EC/13	Health & Safety	2	2	0	0	2	2
Development & Renewal:							
SAV/DR/01	Improved IT & digitisation for administrative & technical support	10	10	5	5	10	10
SAV/DR/02	Improved IT & records management	10	10	5	5	10	10
SAV/DR/03	Planning Consultation - utilisation of the 'Limehouse' software package	20	20	10	0	20	20
SAV/DR/04	Agency staff - Vendor Managed Services	51	51	26	40	51	51
NCE/DR/01	Conservation & character statements	5	5	3	3	0	0
NCE/DR/02	Improved outcomes from utilisation of co-financing budget through better targeting	35	35	18	18	0	0
NCE/DR/03	Unit cost savings of Skillmatch job brokerage placements	30	30	15	15	0	0
NCE/DR/04	Cost effectiveness of Development Control	25	25	13	13	0	0
NCE/DR/05	Electronic scanning of Land Charge source data	5	5	3	3	0	0

Template for Mid Year Look on the 2007/08 efficiency gains							
		Expected Annual	Expected Annual	Expected	Achieved	Of which	Of which
		Efficiency Gains	Efficiency Gains	Savings to date	Savings to date	Cashable...	Cashable...
		Forward Look	Mid Year Look	Mid Year Look	Mid Year Look	Forward Look	Mid Year Look
		2007/08	2007/08	2007/08	2007/08	2007/08	2007/08
		£000	£000	£000	£000	£000	£000
	sub-total	1,429	1,309	790	664	1,304	1,184
Local Transport:							
	sub-total	0	0	0	0	0	0
LA Social Housing:							
SAV/HGF/01	Improved rent collection	136	136	68	68	136	136
SAV/HGF/02	Housing Benefits - improved efficiencies	94	94	39	39	94	94
SAV/HGF/03	Agency staff - VMS	38	38	16	16	38	38
NCE/HGF/01	Family Rent Deposit Scheme	368	368	184	184	0	0
	sub-total	636	636	307	307	268	268
Non-School Education Services:							
SAV/CS/01	Vendor Managed Service	230	230	230	230	230	230
SAV/CS/02	Maximising take-up of benefit payments to young people leaving care	80	80	80	80	80	80
SAV/CS/03	Young People's Development Nurse	12	12	12	12	12	12
SAV/CS/04	Families First Project with NCH	100	100	100	100	100	100
SAV/CS/05	Family Support with Newpin	80	80	80	80	80	80
SAV/CS/10	City Learning Centre	25	25	25	25	25	25
SAV/CS/11	Schools Causing Concern	65	65	65	65	65	65
NCE/CS/02	Advice & Assessment workers - increase of workload	45	45	23	23	0	0
NCE/CS/03	Special Guardianship	39	39	20	20	0	0
NCE/CS/04	Safeguarding Children	66	66	33	33	0	0
NCE/CS/06	Information Management System	50	50	25	25	0	0
NCE/CS/07	National Education Strategy	82	82	41	41	0	0
NCE/CS/08	Children's Administrator	30	30	15	15	0	0
NCE/CS/09	Parent's Co-ordinator	46	46	23	23	0	0
NCE/CS/10	Junior Youth	50	50	25	25	0	0
NCE/CS/11	LEA Standards Fund Grants	73	73	37	37	0	0
NCE/CS/12	Finance	24	24	12	12	0	0
NCE/CS/13	Integration of Children's Services	94	94	47	47	0	0
	sub-total	1,191	1,191	893	893	592	592
Supporting People:							
	sub-total	0	0	0	0	0	0
Homelessness:							
	sub-total	0	0	0	0	0	0
Other Cross Cutting Efficiencies not covered above:							
- Corporate Services							
SAV/CE/01	Customer Access review	40	40	20	20	40	40
SAV/CE/03	Crime Reduction Services/ASBCU	29	29	15	15	29	29
SAV/CE/04	Payments - review	0	0	0	0	0	0
SAV/CE/05	Review of Registrars fees and charges	10	10	5	10	10	10
SAV/CE/06	Insurance Mutual	40	40	20	20	40	40
SAV/CE/08	Equalities & Inclusion service restructure	33	33	17	17	33	33
SAV/CE/09	Corporate HR review	50	50	0	0	50	0
SAV/CE/10	Legal/Electoral Registration restructuring	39	39	0	0	39	39
SAV/CE/15	Increasing income in Communications	50	0	0	0	50	0
SAV/CE/16	Communications staffing reduction	25	25	13	13	25	25
NCE/CE/01	Growth in Domestic/Non-Domestic properties	45	45	0	0	0	0
NCE/CE/02	Policy & Partnership team	4	4	0	0	0	0
NCE/CE/04	Legal restructuring	71	71	0	0	0	0

Template for Mid Year Look on the 2007/08 efficiency gains							
		Expected Annual	Expected Annual	Expected	Achieved	Of which	Of which
		Efficiency Gains	Efficiency Gains	Savings to date	Savings to date	Cashable...	Cashable...
		Forward Look	Mid Year Look	Mid Year Look	Mid Year Look	Forward Look	Mid Year Look
		2007/08	2007/08	2007/08	2007/08	2007/08	2007/08
		£000	£000	£000	£000	£000	£000
NCE/CE/05	Corporate Finance service improvements	40	40	0	0	0	0
NCE/CE/06	Equalities reorganisation	13	13	0	0	0	0
NCE/CE/08	Corporate Human Resources review	60	60	0	0	0	0
NCE/CE/09	DRE reorganisation	19	19	0	0	0	0
NCE/CE/11	Research & Scrutiny reorganisation	10	10	0	0	0	0
NCE/CE/12	Youth Offending Team	5	5	0	0	0	0
NCE/CE/13	Customer Access reorganisation	39	39	0	0	0	0
NCE/CE/14	East End Life - increased circulation	50	50	0	0	0	0
NCE/CE/16	Streamlined processes for tackling crime & ASB	18	18	0	0	0	0
NCE/CE/17	Graduate Development Programme	8	8	0	0	0	0
NCE/CE/18	Youth Training Initiatives	9	9	0	0	0	0
	HRA - CE						
HOU/CE/01	Complaints Team restructure	13	13	0	0	13	13
HOU/CE/03	Housing Insurance costs	18	18	0	0	18	18
HOU/CE/04	Legal Services restructure	109	109	0	0	109	109
HOU/CE/05	Performance & Information (restructure)	14	14	0	0	14	14
HOU/CE/06	DRE restructure	63	63	0	0	63	63
HOU/CE/07	Corporate Human Resources review	86	86	0	0	86	86
HOU/CE/09	Purchasing efficiencies	17	17	0	0	17	17
HOU/CE/10	East End Life reduced subsidy	8	8	0	0	8	8
HOU/CE/11	Crime Reduction Service restructure	100	100	0	0	100	100
	sub-total	1135	1085	90	95	744	644
	Procurement - Goods & Services						
SAV/CE/11	Agency staff - Vendor Managed Service	40	40	20	20	40	40
SAV/CE/14	ICT - consolidation of new infrastructure & systems	160	160	80	80	160	160
HOU/CE/08	ICT savings	215	215	108	108	215	215
NCE/CE/07	New Desktop Refresh Contract with Dell	122	122	0	0	0	0
NCE/CE/03	Procurement - e-tendering	20	20	0	0	0	0
No pro forma	ICT Help Desk	25	25	13	13	25	25
	sub-total	582	582	221	221	440	440
	Procurement - Construction						
	sub-total	0	0	0	0	0	0
	- Productive Time						
SAV/CE/07	Performance & Improvement	31	31	15	15	31	31
	sub-total	31	31	15	15	31	31
	- Transactions						
SAV/CE/12	Purchasing efficiencies	20	20	20	20	20	20
	sub-total	20	20	20	20	20	20
	- Miscellaneous Efficiencies						
	sub-total	0	0	0	0	0	0
	Total	10,849	10,679	3,384	3,210	4,602	4,382

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Agenda Item 9.1

COMMITTEE	DATE	CLASSIFICATION	REPORT NO.	AGENDA ITEM
Overview & Scrutiny Cabinet Council	04/12/07 05/12/07 27/02/08	Unrestricted		
REPORT OF: Emma Peters Corporate Director Development & Renewal ORIGINATING OFFICER(S): Andre Pinto Strategic Planner		TITLE: Statement of Community Involvement WARD(S) AFFECTED: All		

1. Summary

- 1.1 The Planning and Compulsory Purchase Act 2004 (the Act) requires every local planning authority to produce a Statement of Community Involvement (SCI) as part of their Local Development Framework (LDF). The purpose of the SCI is to provide guarantees of early and continuous engagement with the local community and other relevant bodies, while setting out clear procedures for consultation on all Local Development Documents that make up the LDF and planning applications.
- 1.2 The SCI sets out the Council's commitment on when residents, businesses and other stakeholders can get involved, how they can get involved, what resources have been allocated to guarantee involvement, how involvement will be effectively managed and how the feedback from consultation and involvement will be taken into consideration.
- 1.3 The SCI was subject to a formal Independent Examination on 10th October 2007. The resultant binding Inspector's report has found the document Sound, subject to minor clarifications (as set out in appendix 2). In accordance with *Planning and Compulsory Purchase Act 2004* the Inspector's Report is final and there is no further scope for changes. Consequently, this report formalises the adoption of the SCI, which will now make up the first part of the Council's LDF.

2. Recommendations

Overview and Scrutiny Committee

Overview and Scrutiny Committee is recommended to:

- 2.1 Note and endorse the Statement of Community Involvement (appendix 1), and recommend Full Council approve the Statement of Community Involvement (appendix 1).

Cabinet

Cabinet is recommended to:

- 2.2 Endorse the Statement of Community Involvement (appendix 1), and recommend Full Council approve the Statement of Community Involvement (appendix 1).

3. Background: The Statement of Community Involvement

- 3.1 The SCI (set out in appendix 1) is the result of two separate consultation periods with the general community, the changes proposed by the Planning Inspector after the Independent Examination and a two year process of engagement with key stakeholders, resident associations and several different departments within Tower Hamlets Council (e.g. Participation and Engagement Team, Equalities & Scrutiny, Children Services).
- 3.2 During the *informal* pre-submission consultation (May – July 2005), the Council received 108 individual representations on the SCI. The main points raised were the drafting of the document, its structure and the over use of technical language. These issues have been addressed by including clearer headings and providing dedicated chapters of the SCI to the different components of the planning system and by limiting the use of technical terms. A glossary of terms has also been included for ease of reference.
- 3.3 During the *formal* pre-submission consultation (September – December 2005), the Council received 252 representation on the SCI. The main issues raised were the need to provide clearer guidance on how and when the Council will review the SCI, how the Council will incorporate the results of consultation and feedback will be provided to the local community. These issues have been addressed by including clear guidance on how the Annual Monitoring Report (the AMR) will monitor the effectiveness of the SCI, and by providing clearer guidance on how the Council will consider, process and provide feedback on comments received on planning documents or applications.

4. Independent Examination, Soundness & Adoption

- 4.1 After submission to the Secretary of State on 9 November 2006, the Council has received 26 representations on the SCI from 5 individuals or groups, which, in accordance with the *Town and Country Planning (Local Development) (England) Regulations 2004* (the regulations), were forwarded to the Planning Inspector for consideration.
- 4.2 On 10th October 2007 a formal Independent Examination was undertaken by the Government's Planning Inspectorate who considered the Soundness of the document in accordance with criteria set out in Planning Policy Statement 12. Two residents requested a public hearing. The purpose of the examination was to assess the soundness of the Submission Version of the SCI and to certify if it has been prepared in accordance with the Regulations.

- 4.3 As a result of the discussion between the Inspector, members of the public and members of the Strategic Planning Team, a number of clarifications were agreed which are set out in appendix 2. On 18th October 2007 the Council received formal notification from the Planning Inspectorate that the SCI was found Sound subject to the agreed clarifications. The Inspectors Report (set out in appendix 3) is binding; therefore the Council can only adopt the SCI subject to making the agreed clarifications.

5. Conclusions

- 5.1 The SCI has been considered sound by the Planning Inspector subject to clarification and should be adopted by the Council.

6. Comments of the Chief Financial Officer

- 6.1 This report outlines the requirement for every local planning authority to produce a Statement of Community Involvement (SCI) as part of the Local Development framework.
- 6.2 The Authority's SCI has recently been deemed to be Sound following an independent examination and will now form the basis of all future consultation in relation to the LDF and development control.
- 6.3 The costs involved in the consultation process, and the production of the Statement of Community Involvement, have been borne by the supplies and services element of the Strategic Planning budget, and supported through Planning Delivery Grant.

7. Concurrent Report of the Assistant Chief Executive (Legal)

- 7.1 The SCI is treated as a Development Plan Document for certain purposes, namely submission, withdrawal and adoption (s 18(4) and (6) of Planning and Compulsory Purchase Act 2004).
- 7.2 The formal process of adoption of a Development Plan Document is responsibility of Full Council in accordance with Local Authorities (Functions and Responsibilities) (Amendment) (No.2) Regulations 2005 and therefore following the Inspector's decision that the SCI is considered sound it should be formally adopted by Full Council.

8. Equal Opportunities Implications

- 8.1 An Equalities Impact Assessment was completed for the Local Development Framework which informed the drafting of the SCI. The Planning Inspector's conclusion was that through the SCI the Council will "make its information accessible to all members of society thus meeting the requirements of the Race Relations Act 2000 and the Disability Discrimination Act 1995".

9. Anti-Poverty Implications

- 9.1 Tackling poverty and social exclusion is a key objective of the Local Development Framework.

10. Sustainable Action for a Greener Environment

- 10.1 The SCI will guide consultation on the full range of planning matters including climate change, biodiversity and other sustainable development priorities.

11. Risk Management Implications

11.1 It is a legally binding document which sets standards that must be adhered to. The SCI will therefore underpin plan making and development control from now on. The SCI will be subject to ongoing review.

12. APPENDICES

- Appendix 1 Statement of Community Involvement
- Appendix 2 Schedule of Clarifications
- Appendix 3 Inspector's Binding Report

**LOCAL GOVERNMENT ACT, 1972 SECTION 100D (AS AMENDED)
LIST OF BACKGROUND PAPERS USED IN PREPARATION OF THIS
REPORT**

Brief description of background paper

**Name and telephone
number of holder and
address where open to
inspection**

Summary of consultation responses

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APPENDIX 1
Statement of Community Involvement

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Local Development Framework

LONDON BOROUGH OF TOWER HAMLETS Statement of Community Involvement

Improving the quality of life for everyone living and working in the Borough

February 2008



2006 - 2007
Early Intervention
(Children at Risk)
2003 - 2006
Winner of 4 previous
Beacon Awards



Adoption of this Document

The Statement of Community Involvement was adopted in February 2008 by Tower Hamlets Council as part of the Tower Hamlets Local Development Framework. It has been prepared following extensive involvement from general and specific consultation bodies, local organisations, the public and the development industry during informal and formal consultation phases. (Consultation Draft: from May until July 2005; First Statutory Consultation Draft: from November until December 2005 and Submission: November until December 2006).

More information on how you can get involved in the planning process is available on the Council's website www.towerhamlets.gov.uk and on 020 7364 5367.

Foreword

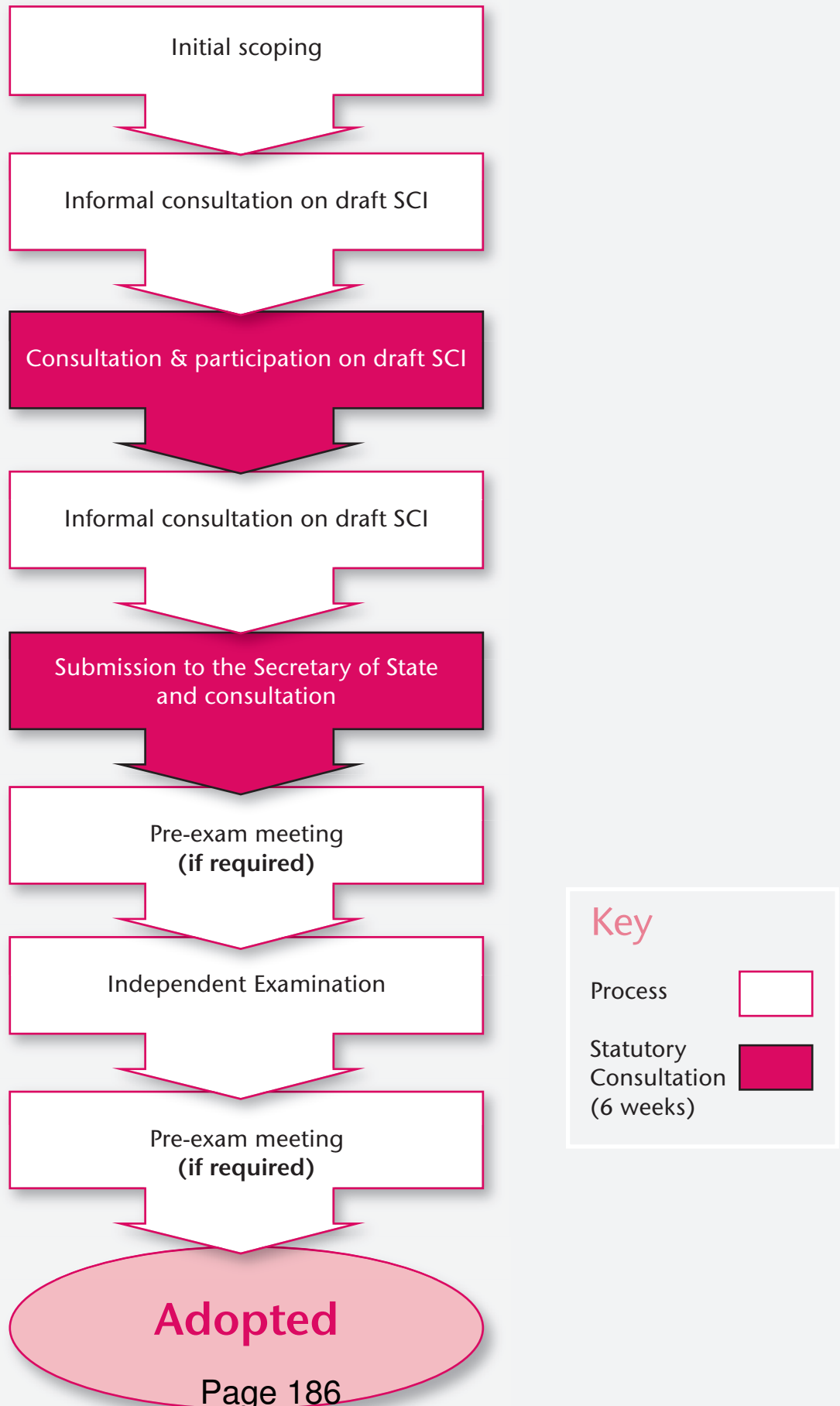
Tower Hamlets is at the heart of London's ambitious regeneration and renewal aspirations. The 2012 Olympic and Paralympic Games and the Thames Gateway regeneration project provide unparalleled opportunities for growth and change that could benefit those who work, live and study in Tower Hamlets. This is an opportunity to enhance the Borough to not only benefit people today but also improve the quality of life for generations to come.

I believe Tower Hamlets Local Development Framework is crucial to turning those opportunities and ambitions into reality.

The Statement of Community Involvement is an important element of Tower Hamlets Local Development Framework because community involvement is essential to successful planning. For the first time this Statement of Community Involvement sets out robust and transparent standards to guide full and meaningful consultation and engagement on planning matters in the Borough. This Statement will go a long way to helping ensure that the planning process in Tower Hamlets results in sustainable communities.

I would like to thank all those involved in the extensive consultation and partnership working that has resulted in the production of this Statement of Community Involvement.

Stages of the Statement of Community Involvement



Contents

Foreword	Page 3
1 Planning to have your say	Page 6
2 About the Statement of Community Involvement	Page 8
3 Our objectives	Page 9
4 How the Statement fits into the Local Development Framework?	Page 10
5 Our promise to you	Page 12
6 A portrait of Tower Hamlets communities	Page 14
7 Making sure all our communities can have a say	Page 16
8 How and when can you get involved in the planning process	Page 17
9 How and when to get involved in the Local Development Framework	Page 18
10 How and when to get involved in Planning Applications	Page 23
11 Types of consultation and costs	Page 26
12 How will we incorporate your say	Page 29
13 Reviewing the Statement of Community Involvement	Page 31
Attachment A - Terms used in planning consultations	Page 34
Attachment B - Having your say on the Statement of Community Involvement and the Local Development Framework	Page 37
Attachment C - Consultation on planning applications	Page 44
Attachment D – Keeping track of your views	Page 62

1. Planning to have your say

- 1.1 Tower Hamlets is changing – changing fast and for the better. Improvements are being made to many aspects of everyday life: in the shape of new homes, better transport connections, more shopping centres and other improvements planned for local public services.
- 1.2 There are exciting new plans for famous old East End areas like Aldgate and Brick Lane, and we are working hard to make sure that local communities benefit from the growing Docklands development on the Isle of Dogs.
- 1.3 Almost everywhere you look there are groundbreaking plans for new facilities, including schools, health centres and public parks.
- 1.4 Wherever you live in the Borough, you are likely to be affected by these changes. You may benefit from them, perhaps by getting one of the thousands of jobs being created. Alternatively, you may be concerned about the impact of some of the changes being proposed.
- 1.5 The Borough's Community Plan sets out a broad vision for the area. It was developed through wide ranging discussions with local people and sets out how to make the Borough a better place for:
 - living safely;
 - living well;
 - learning, achievement and leisure;
 - creating and sharing prosperity; and
 - excellent public services.
- 1.6 The Council is committed to listening to local people and taking their views into account. When it comes to all the physical changes taking place we would like to hear what you have to say – so that we can use residents' and other stakeholders' views to shape the way the local areas change.
- 1.7 That's why we have produced this document, officially called a 'Statement of Community Involvement' – which is simply called the Statement in the rest of this booklet.
- 1.8 This Statement sets out ways in which local people and organisations can get involved in planning decisions that will affect their street, estate or the wider area – large and small.
- 1.9 It also highlights how you can get involved in some of the more strategic plans, officially called Local Development Documents, being proposed for specific areas of the Borough.

- 1.10** This Statement is part of the Local Development Framework. Local Development Documents in the Local Development Framework will form the spatial plan for the Borough, setting out how it will look in the future. We know that a vision is all the richer for the contributions from people living and working in Tower Hamlets so this document will make it easier for people to have their say.
- 1.11** If you would like to play your part in shaping the Tower Hamlets of the future, we promise to:
- take account of your views;
 - be honest about where and how proposals can be altered; and
 - tell you, where this isn't possible and why not.

*We would like
to hear what
you have to say*



2. About the Statement of Community Involvement?

- 2.1 The Statement sets out how and when the Council will consult with local communities and how the process will be carried out.
- 2.2 The ways in which we consult on planning applications and development plans are different, but they are both clearly set out in sections 8, 9 and 10.



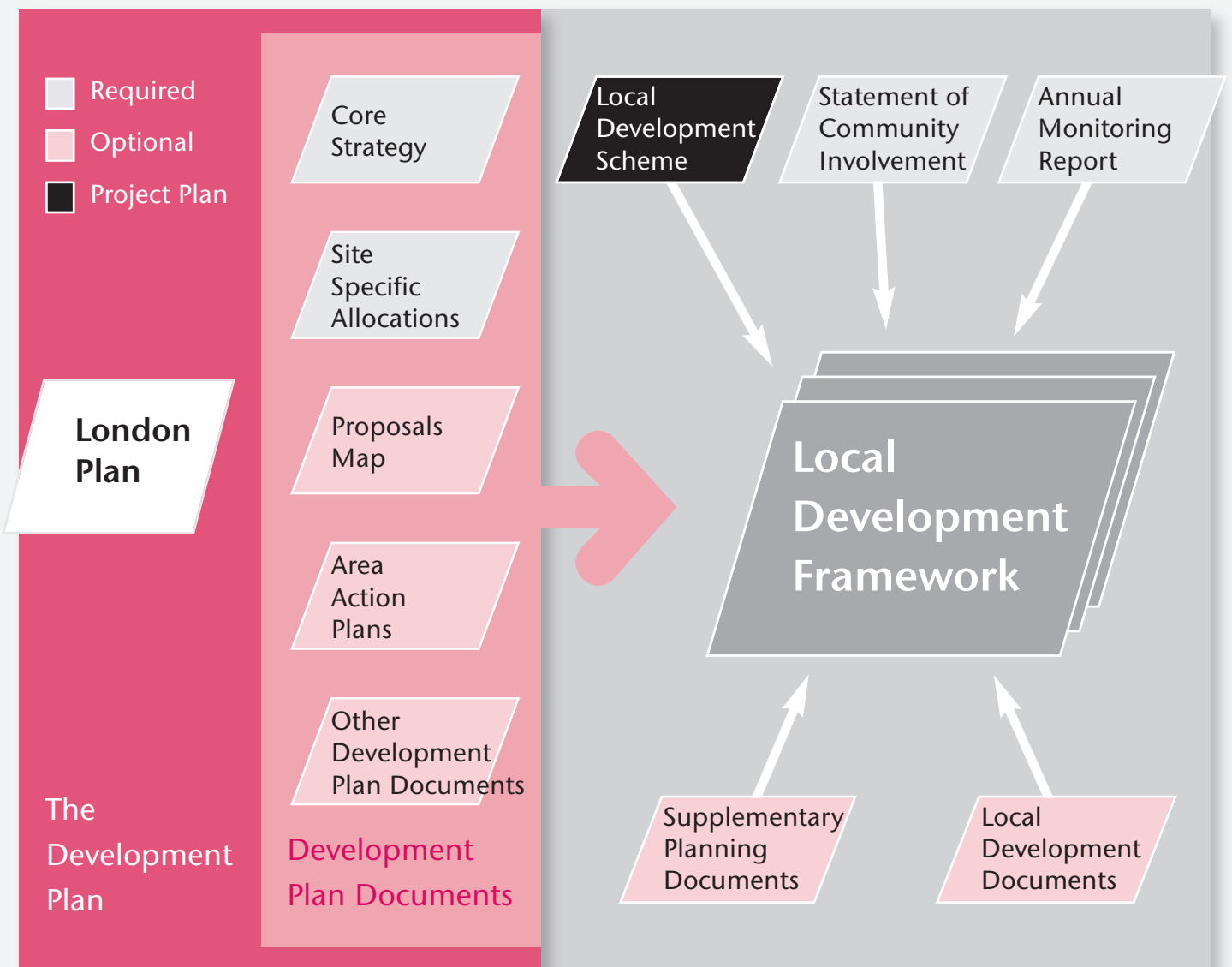
3. Our objectives

- 3.1** The Government requires all Councils to say how they will involve local communities. By law, consultation must be tailored to the make up, needs and interests of all the different groups in the area to help them participate in planning issues. Community involvement should take place from the earliest stages of the planning process.
- 3.2** We have good quality consultation standards in Tower Hamlets and the Council is committed to listening hard to what local people say. In 2003, the Council adopted the 'Consultation and Involvement Framework'. Because we are so committed to involving local people, we go further than legally required, as we believe that this improves the final outcome. Our Statement seeks to:
- set out Tower Hamlets' **vision and standards for community involvement** - and show how these link with other initiatives, such as the Community Plan;
 - recognise the importance of **community involvement from the earliest stages** of the planning process;
 - **reflect community needs** - identifying a wide range of local groups who should be involved;
 - identify **suitable ways of involving people** that are appropriate to the scale and type of planning issues being discussed. For example, workshops may be used to look at complicated issues, while shorter information sessions may be sufficient for more straightforward ones;
 - clarify the **different stages of community involvement** – from providing initial information, through to consultation and participation exercises, and on to feeding back responses to show we have listened. It also demonstrates how things may be done differently, at different stages, for particular groups within the community;
 - show how Tower Hamlets **manages these processes** effectively;
 - demonstrate how the **results** of community involvement will shape development proposals;
 - set out the Council's **policy for community involvement** on planning applications; and
 - explain how the Council aims to **learn from and improve** the process of community involvement.

4. How the Statement fits into the Local Development Framework

- 4.1 The Statement is part of the Tower Hamlets Local Development Framework. This is the plan for how the Borough will look in the future.
- 4.2 The Local Development Framework is a series of documents including:
- **Development Plan Documents**, which set out the key development goals for the Borough and include an overview of how the Borough will look, including detailed plans for particular areas and maps and documents which plan for the future. These are subject to an independent assessment;
 - **Supplementary Planning Documents**, which give more detailed information about policies contained in the Development Plan Documents but they are not subject to an independent assessment;
 - **Statement of Community Involvement**, which sets out how we will involve the local community; and
 - **Local Development Scheme**, which tells you about the Council's work in preparing and revising local Development Documents.
- 4.3 Tower Hamlets Council believes it is important to set out how it intends to involve the local community and stakeholders in the planning process, so everyone is clear about what to expect.
- 4.4 Our Statement will help to achieve this by explaining:
- what we are seeking community involvement on.
 - how and when will community involvement be sought?
 - who will be involved?
 - how we will provide feedback to the people consulted?
 - what resources will be required?





5. Our promise to you

5.1 The principles guiding Tower Hamlets' Statement are those set out in a document called the 'Consultation and Involvement Framework' adopted by the Council in 2003. This sets out clearly how the Council promises to listen to local people about all matters which affect them. As part of its ongoing determination to celebrate diversity, the Council will ensure that everyone in Tower Hamlets can play a full part in the social, cultural and economic life of the Borough.

5.2 We promise that:

- **consultation and involvement will be well planned and co-ordinated (as set out in attachments B and C);**
There will be cooperation with other organisations over the timing and scope of proposed consultations, and we will ensure that appropriate details are made available in the planning section of the Council's website (<http://www.towerhamlets.gov.uk>) and on the consultation calendar (<http://towerhamlets.civicaction.info>).
- **clear information will be provided;**
Information on each consultation will be made available as early as possible – and, where possible, consultation experts and translators will be available to help.
- **the scale of consultation will be appropriate for the level of planning and type of document;**
We are committed to giving individuals and organisations three months to respond to complex documents such as Development Plan Documents. This is a significantly longer period than required by law. Our three month timescale comprises a 6 week information period and a 6 week formal consultation period.
- **consultation and involvement will be flexible;**
We aim to ensure all individuals and organisations have an opportunity to participate in the planning process. We will always try to hold consultation events at a range of times and places, such as Idea Stores and local community centres, so everyone can have their say.
- **the purpose of each consultation and involvement process will be set out;**
We will let you know the purpose of every consultation stage right from the start. That includes the timescale, when decisions will be taken, and by whom. Further information is given in sections 8, 9 and 10.

- **a variety of methods will be used;**
We will use a variety of techniques such as workshops, drop-in information sessions and press launches – so that we can reach out to as many people and groups as possible.
- **accurate records of responses will be kept and summaries of the findings will be made public;**
All responses we receive from the public on local development documents will be recorded. A summary of the results of consultation and involvement processes will be made available to the public and reported back to the Council. You will be able to see how your views have been taken into account in the planning process through the Council's website, minutes of meetings and articles published in our weekly newspaper, East End Life, delivered free to homes in the Borough.
- **where appropriate, local voluntary groups will be encouraged to participate;**
The Council will work with organisations, according to how affected they may be by the proposals – and the nature of representations received from the public.
- **all exercises will be reviewed and monitored; and**
We will seek feedback on the effectiveness of consultation events, so that we can become more responsive in future. The form in attachment D will be used to record this information.
- **training and guidance will be provided.**
Most Council officers working at consultation events will have been trained to help ensure that events are effective.

6. A portrait of Tower Hamlets' communities

- 6.1 One of the most culturally diverse in the country**
Our diversity is reflected in the ethnic and religious mix of local communities. Our Borough embraces: Afro-Caribbean, Bangladeshi, Chinese, French Protestants, Indian, Irish, Jewish, Pakistani, Somalian and Turkish communities among others. Tower Hamlets is proud to celebrate its diversity.
- 6.2 Around half of our residents belong to Black and Minority Ethnic communities**
More than 48% of the Borough's residents are from Black and Minority Ethnic (BME) communities. The Bangladeshi community now makes up a third of the total population.
- 6.3 Tower Hamlets has an unusually large and growing population of young people**
London, as a whole, has a young population but Tower Hamlets' population is even younger, having the highest proportion of residents aged under 30 of all the London Boroughs.
- 6.4 We have the largest proportion of 20-34 year-olds in the country**
Young working age adults dominate Tower Hamlets' population. These are the people most likely to create new families and to contribute to the growing proportion of young people within the Borough. 70% of the Bangladeshi community is below the age of 30.
- 6.5 Tower Hamlets' economy is built on highly skilled sectors with high productivity levels**
The proportion of employment in highly skilled sectors is the second highest within London, offering highly paid employment.
- 6.6 We have 1 business for every 22 residents – one of the highest concentrations of businesses in London**
Business growth has not been confined to large companies; Tower Hamlets has one of the highest concentrations of businesses in London.
- 6.7 Employment in the public sector is strong. Financial services, health and hospitality and tourism are the fastest growing employment sectors.**
Public administration, education and health account for 16.9% of local jobs; distribution, hotels and restaurants provide a further 14.5%.

A high proportion of the Borough's working age population has low qualifications or lacks basic skills

- 6.8** There is a 'skills gap' between the highly skilled jobs available in Tower Hamlets and the skills local residents have. This shows a need to improve further education and training facilities, so that local people can take better advantage of higher skilled local jobs.

Unemployment is high, especially amongst the younger population and certain ethnic groups

- 6.9** Despite improving school results, youth unemployment remains a major issue, raising concerns about the transition from school to work or further/higher education. There are, however, now twice as many jobs in the Borough as residents in local working age groups, so a lack of local jobs is not the reason for unemployment.

Areas of relative prosperity have developed, but deprivation levels are still widespread across the Borough

- 6.10** Areas of relative prosperity have developed, especially in the City Fringe/Wapping and in the Canary Wharf area. However, deprivation is still widespread across other parts of the Borough.



7. Making sure all our communities can have a say

7.1 Tower Hamlets is one of the most culturally diverse boroughs in London. To ensure that everyone can access local services and have a say in what is required, the Council has placed equalities at the heart of its decision-making processes – including wide ranging community involvement in planning. To help deliver this commitment the Council carries out an **Equalities Impact Assessment**. This assessment looks at the impact of policies on men and women, Black and Minority Ethnic communities, disabled people, those of different faiths or beliefs, sexual orientation and age.

7.2 When consulting on planning, the Council will consider:

- **language diversity issues (in terms of writing and speech)** – We will provide effective translation services for consultation documents and consultation events where required;
- **knowledge of planning issues** – We will make sure that non-technical and easy to understand information is provided to residents and all participants in order to help the consultation process;
- **age** – Young people are important to the future of Tower Hamlets, but haven't always been well represented in the past and this may require some different, innovative approaches to consultation. The Council is committed to involving young people as well as older age groups more actively in the planning process;
- **the business community** – Given the large number of local businesses, we will consult small, medium and large businesses to ensure their voices are heard;
- **residents** – Local people are likely to be most affected by what is proposed through the planning system. We will ensure that our consultation with local residents is undertaken in ways which recognise and meet the needs of individuals in our diverse communities;
- **consultation times** - In order to ensure people can take part, we will be as flexible as possible in the timing of consultations; and
- **on and off-line services** – Information about consultation dates and on the consultation process will be made available in different forms (as set out in attachments B and C). The internet is a useful way to involve people, but not everyone has access to it so we will ensure other methods are also used and no one misses out.

8. How and when you can get involved in the Planning process

- 8.1** We want local people to get involved in the planning process, to encourage ownership of the policies and development control decisions that will shape the future of our Borough.
- 8.2** There are two main ways that local residents, organisations, the voluntary sector, visitors and businesses can get involved:
- 1) through taking part in the Local Development Framework; and
 - 2) through consultation on individual planning applications.

Promoting local ownership for our policies



9. How and when to get involved in the Local Development Framework

- 9.1** The schedule for the production of the LDF documents is set out in a document called the LDS – Local Development Scheme. The LDS details the timetable for the production and revision of all LDF documents and gets updated each year. You can view the LDS on www.towerhamlets.gov.uk or call 020 7364 5367 for a hard copy.
- 9.2** Key stakeholders and local agencies will be involved at the very first stages of drafting an LDD. We will also inform local people about consultation dates via local advertisements including in East End Life (the Council’s weekly newspaper) and on our website, letters to individuals and organisations and through resident panels. More detailed information about when the community will be involved in preparing LDDs is set in Attachment C and later in this chapter.

Where and when appropriate, other relevant local representative bodies will be regularly consulted. They include, but are **not limited to**:

Mayor of London (Greater London Authority)

London Boroughs of Newham, Waltham Forest, Hackney, Southwark, Greenwich, Lewisham, City of London

Countryside Agency

Environment Agency

English Nature

English Heritage

Lee Valley Regional Park Authority

Network Rail

The Historic Buildings and Monuments Commission for England

Transport for London

London Development Agency

NHS London

Thames Water

Any person who owns or controls electronic communications apparatus (phone and broadband companies) in the Borough; and any person with a gas or electricity license in Tower Hamlets.

The Tower Hamlets Partnership (Biodiversity Partnership, Local Area Partnerships, Community Plan Action Groups and the Partnership Management Group); Area Directors and Neighbourhood Managers; Residents' Panel Lead Officers and the Residents' Panel; Housing Associations; local Ward Councillors; National Playing Fields Association; Business Forum; Women In Tower Hamlets Inclusive Network; Youth Parliament and/or other youth groups; Tower Hamlets Access Group; Interfaith forum and other faith groups; the Tower Hamlets Community Empowerment Network and Organisations Forum; local Police and emergency services, plus other borough-wide groups and developers (where appropriate).

Also, other voluntary bodies some or all of whose activities benefit any part of the Council's area; bodies which represent the interests of different racial, ethnic or national groups in the Council's area; and bodies which represent the interests of different religious groups in the Council's area.

- 9.3** Further to the listed bodies, any member of the community that wishes to be kept informed of the progress on the Local Development Framework can register on the LDF Database by forwarding us your contacts either by email ldf@towerhamlets.gov.uk, by post:

**London Borough of Tower Hamlets A/H,
PO Box 55739,
London E14 1BY**

or by calling us on **020 364 5367**.

About the Tower Hamlets' Community Plan and Partnership

- 9.4** The Community Plan sets out a vision to 2010. It is refreshed every year by the Tower Hamlets Partnership and both residents and service providers contribute to the Community Plan through the Local Area Partnerships (LAPs) and Community Plan Action Groups (CPAGs) – local community forums and multi-agency groups who help to shape and deliver the Community Plan.

The Partnership is well placed to canvass local people's views on planning issues and ensure that their feelings on Local Development Documents are reflected in the Community Plan. **Community and stakeholder engagement on the Local Development Framework will, therefore, be conducted through the Tower Hamlets Partnership in conjunction with the Residents Panel. The Residents' Panel includes 1,000 local people from all walks of life and all sections of the community who have volunteered to give us their views on important matters.**

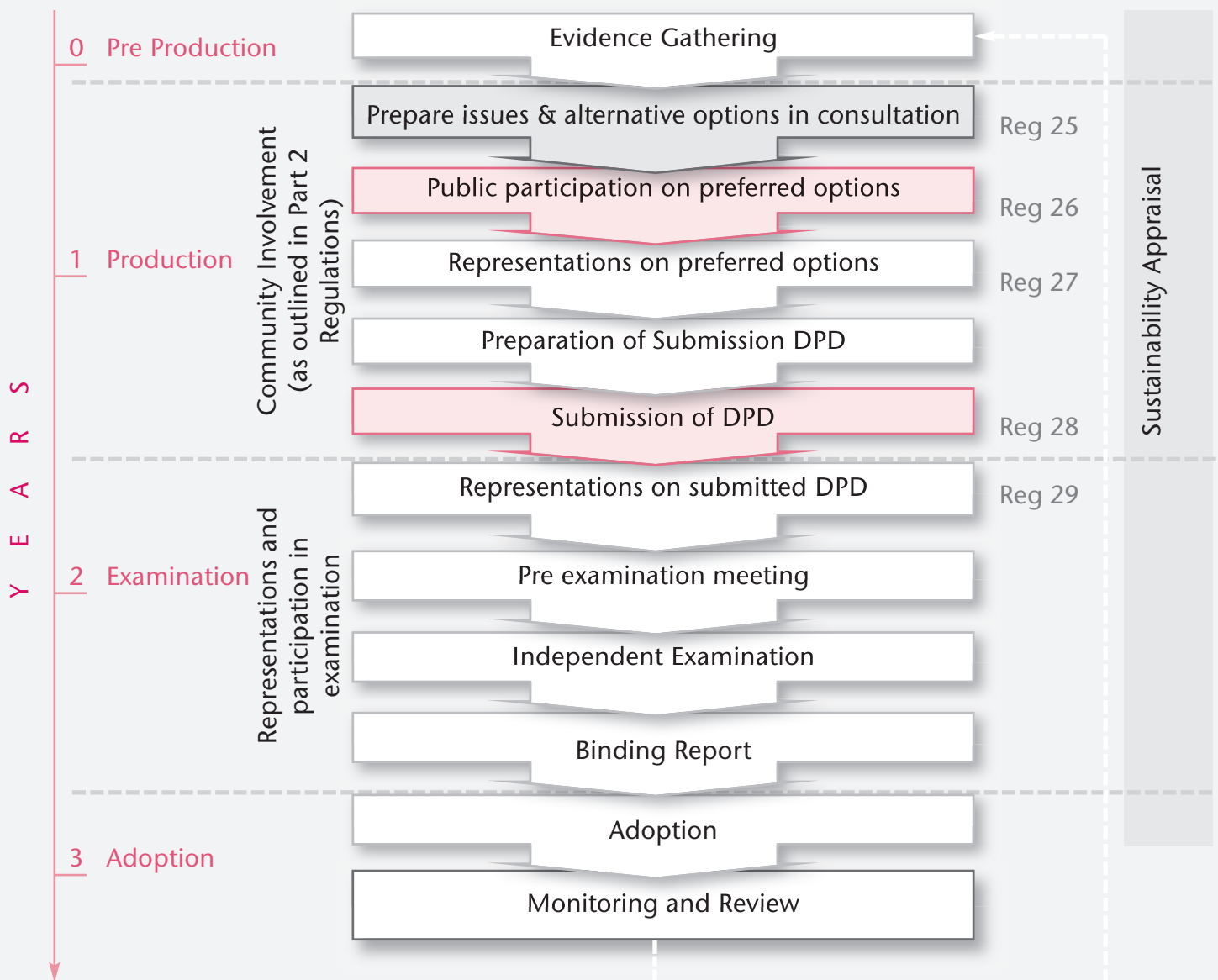
The map below shows the Local Area Partnership for where you live:



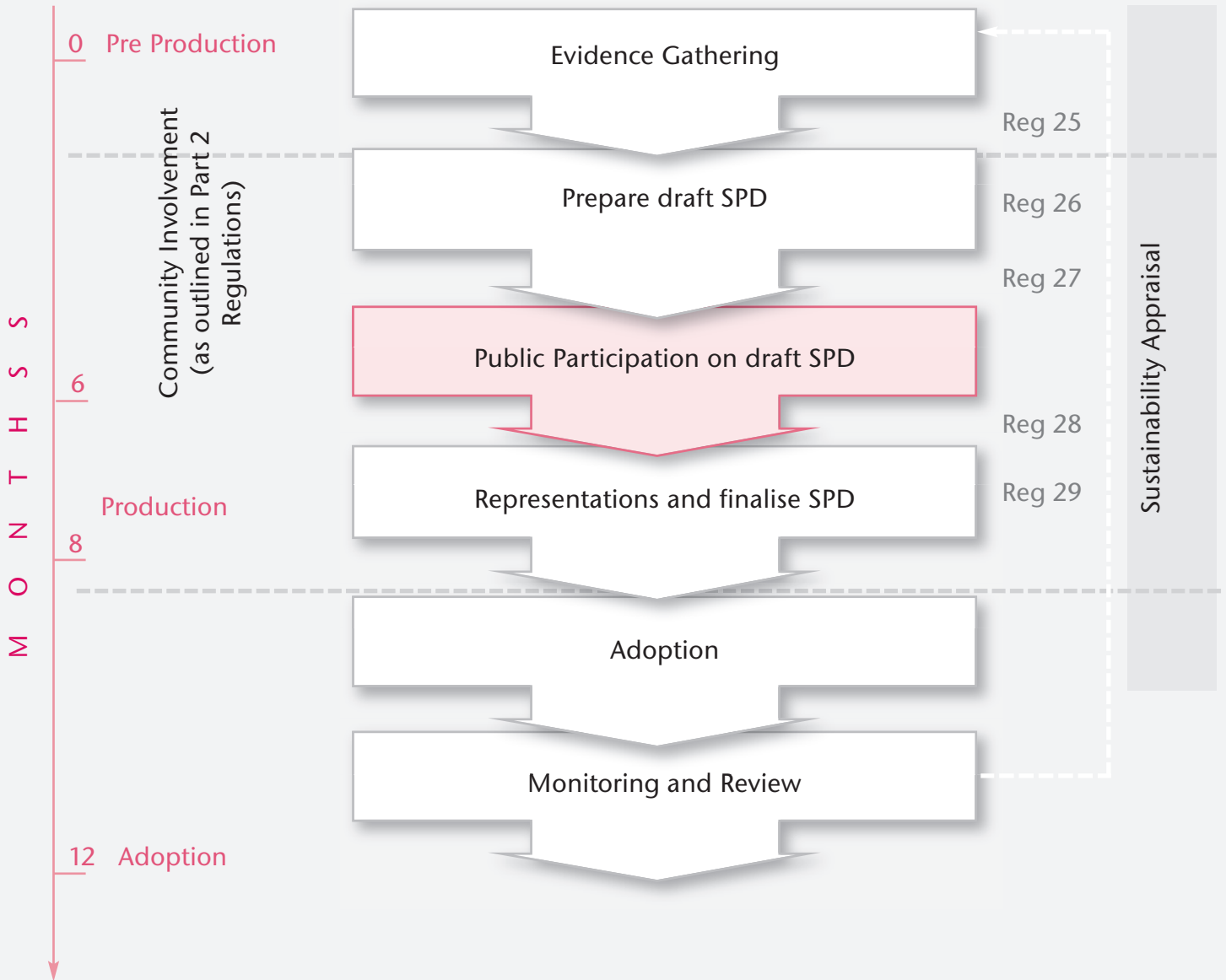
9.5 Attachments B and C set out how and when it is envisaged that the community will be involved in the Local Development Documents. **Information about the Tower Hamlets Partnership is available from the Partnership Support Team on 020 7364 4470 or the Partnership website on www.towerhamlets.gov.uk/partnership. Also look out for dates of meetings in East End Life, the Council’s weekly paper.**

9.6 There are several different stages in which the local community can participate in the plan making process. The diagrams below illustrate the stages which Development Plan Documents and Supplementary Planning Documents have to go through in order to be adopted and indicate when public participation will be sought.

Development Plan Documents:



9.7 For Supplementary Planning Documents



Key Process Statutory consultation (4 - 6 weeks)

10. How and when to get involved in Planning Applications

- 10.1** The Development Control process is the means by which developers seek approval from the Council for development proposals; everything from a family wanting to extend its home to the next skyscraper at Canary Wharf. The following requirements set out the minimum standards for consultation on planning proposals, but **there is always scope for further consultation if considered appropriate by the Development Control Team.**
- 10.2** You will usually be made aware of an application by a letter from us because you live in (or occupy) premises close to the application site and we consider you might be affected by the proposed development. We also publicise certain applications on site or in our local community newspaper, East End Life, and this may be how you find out about a scheme.
- 10.3** The notification letter, site notice or press advertisement explains where planning applications can be viewed. Application details can be viewed at our reception between Monday to Friday 9am to 5pm Mulberry Place (AH), 5 Clove Crescent, London, E14 1BY and are also available via our website (<http://www.towerhamlets.gov.uk/data/planning/data/planning-register/index.cfm>).
- 10.4** **Any member** of the community can submit comments **on any planning application.** Information can be given by contacting the **Planning and Building Hotline: +44 (0)20 7364 5009.** We ask that people look at an application before commenting on it.
- 10.5** If you are unable to visit and have questions about the application, or if you require further information, you can contact the Duty Planning Officer. The Duty Planning Officer is available from Monday to Friday, 9am to 5pm at Mulberry Place.
- 10.6** Talking to the Duty Planning Officer enables questions to be dealt with more promptly and efficiently. The planning case officer cannot enter into correspondence about the details (or merits) of any application and will not always be available to answer questions by phone or in person.

Pre-Application Discussion

- 10.7** The Council recognises the importance of community involvement from the earliest stages in the planning process. Consequently, Developers will be encouraged to undertake community consultation at the pre-application stage, particularly where a development may give rise to significant local controversy, is on a sensitive site or is of a large-scale. Officers will negotiate with the level and extent of consultation that would be appropriate for each scheme.

Going Beyond Minimum Requirements

10.8 The Council will also go beyond the minimum notification requirements where a development may give rise to significant local controversy, is on a sensitive site or is of a large-scale. In such cases a range of additional consultation techniques will be used to ensure that the development receives appropriate publicity so people know about it and can have their say. This may include the following:

- holding public exhibitions on the development proposals when the planning application is submitted. This will help local residents understand the proposals so that they can formulate their views;

And

- the right to address the Development or Strategic Development Committees before they determine an application (see below for more details).

How to let us know your views

10.9 We want to know what you think about an application and why. Your comments can be a set of bullet points for or against the development. There should be no need to employ a solicitor or other professional. We will try to assist you, but we cannot tell you what comments to make.

10.10 Comments on applications should always be made in writing. Please make sure that you quote the planning application number (if known) or the address of the property, the proposal to which it relates and that we receive your comments before the consultation deadline.

10.11 **Consultation will run for a period of not less than 21 days from the date the letter is sent.** If we do not hear from you within that time it will be assumed that you do not wish to comment. Nevertheless, even if the publicity period has expired, it may not be too late to comment and a telephone call can be made to the Duty Planning Officer to check this; but your comment must not extend the determination date. **Your written comments can be emailed (dr.developmentcontrol@towerhamlets.gov.uk) or be addressed to the Directorate of Development and Renewal, Mulberry Place (AH), PO Box 55739, 5 Clove Crescent, London E14 1BY**

10.12 All relevant comments will be taken into account before a decision is reached, provided they are received in time. We will inform you of the final decision, if you make comments.

Addressing the Development Committee

- 10.13** The vast majority (over 90%) of planning decisions are taken by senior planning officers in line with Government advice on decision making in the planning system. Where applications are for very significant developments or are particularly controversial, they are reported to one of our Development Committees for a decision. These Committees are made up of elected Councillors, who meet in public to consider an application and then to decide it. The public can not only attend these meetings, but also have the right to address the Committee so that they can hear their views first hand. The rules governing this are set out in Attachment C.
- 10.14** Further guidance notes on how to submit a comment on an application, is also set out in Attachment C.

Confidentiality

- 10.15** You should also be aware that legislation requires that any letter you send in response to an application has to be available for inspection by the applicant or others interested in the application. Because of this we cannot take into account comments that are marked "confidential".

Standard Consultees

- 10.16** Development Control has standard consultees who should be notified according to the nature of the development subject to the planning application. It is likely that an application will correspond to only one of the application types listed. It may be necessary to carry out further consultation with additional consultees according to the particular circumstances of the application (e.g. if the application site is located in a conservation area). A standard letter will be sent to the relevant consultees from this list. The consultation period will run for a period not less than 21 days from the date the letter is sent to these recipients. Consultees are listed in detail in Attachment C.

11. Types of consultation and costs

- 11.1 When appropriate, Tower Hamlets will be consulting on several local development documents and the Statement of Community Involvement at the same time as many issues are inter-related. This will enable us to concentrate our staff time and money and will result in savings, as consultation material can be sent together. We will always try and achieve the maximum possible participation from the community, but we also have to consider our resource constraints and manage them effectively.
- 11.2 The following tables highlight staff time and cost for the different types of consultation we propose and how our consultation techniques will target the different consultation groups that form our community. The following table gives further information on how these groups are likely to be informed and involved in the planning process. Further information is also set out in Attachment B and C.
- 11.3 The Council will also look at innovative ways to guarantee the continuous improvement of our consultation methods.

General Resource Requirements

Type of Consultation	Material Cost	Staff Time	Suitable use	Target Group
Public exhibitions/ posters / leaflets / displays/stalls	Moderate- High	Moderate	All Local Development Documents	<ul style="list-style-type: none"> Local community (residents, workers and visitors) General public Voluntary groups and other organisations or bodies with an interest in the area
Advertisements and articles in local paper	Low	Moderate	All Local Development Documents	<ul style="list-style-type: none"> Local community (residents, workers and visitors) General public Voluntary groups and other organisations or bodies with an interest in the area

Type of Consultation	Material Cost	Staff Time	Suitable use	Target Group
Articles/ advertisements in specialist magazines, newsletters and bulletins (staff magazine "Pulling Together", Managers Briefing, Members Bulletin)	Low	Low	All Local Development Documents	<ul style="list-style-type: none"> Internal staff and Councillors
Direct mail, including e-mail, notifying of consultation	Moderate	Low	All Local Development Documents	<ul style="list-style-type: none"> General public, voluntary groups and other organisations or bodies registered in the LDF database
Interactive Workshops	High	High	All Development Plan Documents	<ul style="list-style-type: none"> Local community (residents, workers and visitors) General public Voluntary groups and other organisations or bodies with an interest in the area
One-to-one meetings with selected stakeholders	Low	High	All Local Development Documents	<ul style="list-style-type: none"> Key stakeholders
Formal written consultation including sending letters to statutory bodies (listed in Regulations)	Low	Low	All Local Development Documents	<ul style="list-style-type: none"> Key stakeholders

Type of Consultation	Material Cost	Staff Time	Suitable use	Target Group
Site notices and notification letters	Low	Moderate	Development Control	<ul style="list-style-type: none"> • Neighbouring land/residents/owners as defined in Attachment C
Documents, available for inspection at Council offices during set consultation period	Low - Moderate	Low	All planning policy documents and Development Control	<ul style="list-style-type: none"> • Local community (residents, workers and visitors) • General public • Voluntary groups and other organisations or bodies with an interest in the area
Meeting presentations (including development control pre-application discussion)	Low	Low-Moderate	All Development Plan Documents and Development Control	<ul style="list-style-type: none"> • Internal staff and Councillors • Business Forum • Voluntary groups and other organisations or bodies with an interest in the area
Internet (website)	Low	Moderate	Development Control and All Local Development Documents	<ul style="list-style-type: none"> • Local community (residents, workers and visitors) • General public • Voluntary groups and other organisations or bodies with an interest in the area
Hotline/contact number/contact email/contact address	Moderate	Moderate	All Local Development Documents	<ul style="list-style-type: none"> • Local community (residents, workers and visitors) • General public • Voluntary groups and other organisations or bodies with an interest in the area

12. How we will incorporate your say

- 12.1** The Council is committed to letting the community know about the outcome of all consultation exercises so you can see how we have listened to local views.

Dealing with consultation on the Local Development Framework

- 12.2** Following formal consultation on local development documents, officers will provide a summary of the main issues raised and how they have been addressed in a report to elected members. This response will detail the representations received, how they have been considered and what change, if any, has been triggered.
- 12.3** Separately the Council will make every representation publicly available on the Council's website and at the Council's Planning Office as well as our responses to the representations.
- 12.4** Outcomes from the consultation will be provided in a timely manner, although it should be noted that the length of time will vary depending on how many people respond and how complex the matter is.
- 12.5** This open and transparent process is designed to ensure that the Council considers all the views put forward during the consultation phase as well as demonstrating how these views have shaped the planning documents.
- 12.6** Further to this, the Council must also publish another document called the **Annual Monitoring Report**. The purpose of this document is to monitor the effectiveness of the proposals and policies included in the Local Development Framework and to see if they are producing the desired effect. If not, a revision of the document will be required and will be carried out by the Council, always in conjunction with public consultation and relevant authorities. You can access the Annual Monitoring Report on the Council's website and at the Council's Planning Offices - Mulberry Place (AH), 5 Clove Crescent, LONDON, E14 1BY.
- 12.7** More detailed information regarding the various key points at which we will seek community involvement is set out in Attachment C.

Ensure a high degree of transparency in the planning process

Dealing with planning applications

- 12.8** Many applications are decided by senior planning officers, but if the application is to be considered by the Committee, and you have made written comments on it, you will be notified of the date of the meeting and of your opportunity to address the Committee. The letter you receive will explain the procedure for this.
- 12.9** In both cases your views will be considered by the planning case officer and summarised in their report on the application. If their recommendation does not support your views this does not mean that they have been ignored. Sometimes people's views are not appropriate or are in conflict with those of others. We will listen to people's views and come to a decision.
- 12.10** If you have written to us, you will be sent a letter informing of the decision on the application once it has been made. We aim to do this within five working days of the decision being made.



13. Reviewing the Statement of Community Involvement

- 13.1** We will continuously monitor the techniques being used, to check that everything possible is being done to engage the maximum number of people. Reviewing your comments will be one important way that the Council will assess the effectiveness of our consultation methods. Tower Hamlets will keep the Statement under review and will update this document as needed. Groups that are not being engaged in consultation events will be identified and reported on the Annual Monitoring Report.
- 13.2** If the monitoring process indicates that our consultation processes aren't working as we would hope, a review of the Statement will follow.





And there's more...

The following four attachments provide detailed information on the way Tower Hamlets Council sets about getting the views of local people on important planning issues.

Attachment A explains:

Terms used in planning consultations

Attachment B covers:

Having your say on the Statement of Community Involvement and Local Development Framework

Attachment C explains:

Consultation on planning applications

Attachment D looks at:

How the Council monitors and reviews the effectiveness of the consultation exercises and SCI



Attachment A

Terms used in planning consultations

- **Adopted Proposals Map:** The Adopted Proposals Map illustrates all the policies contained in Development Plan Documents, together with any policies for the areas. It is revised as each new Development Plan Document is adopted, and it should always reflect the up-to-date planning strategy for an area. Suggested changes to the adopted proposals map should accompany submitted development plan documents.
- **Annual Monitoring Report (AMR):** A report submitted to the government by the Council assessing progress on - and the effectiveness of - the Local Development Framework (LDF).
- **Area Action Plans (AAPs):** A Development Plan Document, which provides a detailed planning framework for specific locations or areas where significant change or conservation is required – as in the case of major regeneration proposals.
- **Communities and Local Government:** Communities and Local Government sets UK policy on local government, housing, urban regeneration, planning and fire and rescue. It has responsibility for all race equality and community cohesion related issues across Great Britain and for building regulations, fire safety and some housing issues in England and Wales.
- **Community Strategy (CS):** Councils are required by the Local Government Act 2000 to prepare such strategies, with the aim of improving the social, environmental and economic well-being of their areas.
- **Core Strategy:** A Development Plan Development setting out the vision and strategic planning objectives for an area, having regard to the Community Strategy (see also Development Plan Documents).
- **Development:** Development, as defined under the 1990 Town and Country Planning Act, is "the carrying out of building, engineering, mining or other operation in, on, over or under land, or the making of any material change in the use of any building or other land." Most forms of development require planning permission.
- **Development Control:** The process whereby the Council receives, and considers the merits of, planning applications - and whether they should be given permission - having regard to the development plan policies and all other material considerations.
- **Development Plan Documents (DPDs):** Development Plan Documents are prepared by local planning authorities to outline the key development goals of their Local Development Frameworks. They

can be presented in several different forms – such as diagrams, maps and text – and should include:

- Core Strategy;
- Site Specific Allocations;
- Adopted Proposals Map;
- Area Action Plans and other documents.

All DPDs must be subject to rigorous community involvement, consultation and independent examination- and adopted only after receipt of an inspector's binding report. Once adopted, development control decisions must be made in accordance with them- unless there is good reason for them not to.

- **Inspector's Report:** A report issued by a planning inspector regarding the planning issues debated at independent examinations held into development plans or planning inquiries. Reports into Development Plan Documents (DPDs) are binding on local authorities.
- **Local Development Documents (LDDs):** These include Development Plan Documents (DPDs) and the Statement of Community Involvement (SCI) - which are legal requirements – along with Supplementary Planning Documents (SPDs), which do not form part of the legally required development plan.
- **Local Development Framework (LDF):** Term used to describe a collection of documents, which include all the London Borough of Tower Hamlets Local Development Documents. An LDF is comprised of:
 - Development Plan Documents;
 - Supplementary Planning Documents;
 - Statement of Community Involvement;
 - Local Development Scheme;
 - Annual Monitoring Report;
 - any Local Development Orders or Simplified Planning Zones that may be added.
- **Local Development Scheme (LDS):** The Council's three-year timetable for the preparation, production, adoption and revision of the Local Development Framework. The Local Development Scheme was adopted in May 2005. It will be monitored on an annual basis and reviewed as required.
- **Material Considerations:** These are any issues that should be taken into account in deciding a planning application, or an appeal against a planning decision.
- **Planning and Compulsory Purchase Act (2004):** This law builds on the 1990 Town & Country Planning Act – introducing significant changes to the planning system. Among its measures were a statutory system for regional planning, a new system for local planning, reforms to the development control, compulsory purchase and compensation systems and removal of crown immunity from planning controls.

- **Planning Permission:** Formal approval given by the Council, allowing a proposed development to proceed. Permission may be sought in principle through outline planning applications, or in detail through full planning applications.
- **PPS12 Planning Policy Statement 12: Local Development Frameworks (LDFs):** Document that sets out the Government's national policies on different aspects of planning - focusing on procedural policy and providing guidance for the production of the LDFs.
- **Regional Spatial Strategy (RSS):** Produced by the Greater London Authority, it is a strategy for how London should look in 15 to 20 years time and possibly longer. The Regional Spatial Strategy identifies the scale and distribution of new housing in London, indicates areas for regeneration, expansion or sub-regional planning and specifies priorities for the environment, transport, infrastructure, economic development, agriculture, minerals and waste treatment and disposal.
- **Site Specific Allocations:** Allocation of particular sites for specific or mixed uses or development, for example residential or commercial, which the Council believes they are particularly suitable for. They are included in the Development Plan Documents.
- **Statement of Community Involvement (SCI):** This sets out the way the Council plans to involve the local community in the preparation, alteration and continuing review of all Local Development Documents and Development Control decisions.
- **Sustainability Appraisal (SA):** A tool used to ensure that planning policies reflect efforts to bring lasting, 'sustainable' improvements to an area - including social, environmental and economic improvements. Required by law for all LDDs.
- **Supplementary Planning Documents (SPDs):** These are Local Development Documents which form part of the Local Development Framework, but are not considered to be Development Plan Documents (DPDs). Supplementary Planning Documents cover a range of issues and expand on the policies contained within the DPDs - but are not subject to independent examination.
- **Unitary Development Plan (UDP):** This is the old-style development plan which used to be prepared by the Council, now replaced by the LDF under the 'Planning and Compulsory Purchase Act' 2004.

Attachment B

Having your say on the Statement of Community Involvement and Local Development Framework

The Statement of Community Involvement		
Activity	What the Council has to do – by law	The Council's additional community involvement commitments
Informal Pre-Submission Consultation	Regulation 25	<ul style="list-style-type: none"> • Distribute an initial draft of the SCI to a selection of voluntary bodies whose activities benefit the whole or part of the Borough for written comment • Advertise availability of the initial SCI in East End Life and publish a copy on the website • Advertise availability of the initial SCI in the Local Strategic Partnership e-bulletin • Set up freepost address for comments.
Formal Pre-submission consultation and participation	Follow Regulation 26. Consult on the draft SCI with bodies specified in Regulation 25(2)	<ul style="list-style-type: none"> • Set a 12-week consultation period - extending the 6-week legal requirement by a further 6-weeks at the beginning of the process as an 'informal' component • Send letters to all specified bodies in section 9.1 of this document and those relevant in section 9.2 • Consult the Local Strategic Partnership (LSP) – run an article in the Partnership's e-Bulletin • Inform the Tower Hamlets' Residents' Panel and voluntary organisations about the SCI • Publish information about the draft SCI in adverts in East End Life, a non-free newspaper and on the Council website - inviting comments • Hold a 'launch' of the document • Make documents available at Idea Stores, libraries, Town Hall, Council's main planning office, and website. Available for purchase on request • Posters about the SCI and Development Plan Documents in supermarkets and/or local stores around the Borough. Posters also at Idea Stores and at the Town Hall • Display material in lobby of Town Hall.

Activity	What the Council has to do – by law	The Council’s additional community involvement commitments
Submission document consultation and participation	<ul style="list-style-type: none"> • Submit the document & associated material (including outlines of consultation and public participation) for inspection and send to DPD bodies • Give notice of the submission via local advertisements • Notify anyone who asked to be told about the submission • Accept representations made within a 6-week period specified in a public notice • Publish representations on the Council’s website, as laid down by Regulation 28. 	Set a 12-week consultation period - extending the 6-week legal requirement by a further 6-weeks at the beginning of the process as an ‘informal’ component.
Public Examination	<ul style="list-style-type: none"> • At least 6-weeks before the examination starts: <ul style="list-style-type: none"> - Advertise the date locally - Publish details on website - Notify people who made representations of the date examination starts and the name of the person appointed to hold examination. <p>[Regulation 34]</p>	
Adoption	<ul style="list-style-type: none"> • Formally adopt the document and publish an adoption statement – which is made available for inspection - including on the Council website • Advertise the adoption of the document in East End Life and on the Council website • Notify anyone requesting to know about the adoption. <p>[Regulation 36]</p>	On-going review

Consultation on the Development Plan Documents

Consultation on the Development Plan Documents		
Activity	What the Council has to do – by law	The Council's additional community involvement commitments
Evidence Gathering	Provide robust evidence for decisions	<ul style="list-style-type: none"> • Update staff and Councillors on progress to date and the way forward. Involve specialist groups in evidence gathering where relevant • Hold workshops with relevant stakeholders including neighbouring Councils' and infrastructure providers.
Informal Consultation on the Issues and Options	Consult on issues and options with consultation bodies (DPD bodies Regulation 25).	<ul style="list-style-type: none"> • Consult Local Strategic Partnership – run an article in the Partnership's e-Bulletin • Consult members of the local Residents' Panel through a series of targeted focus groups • Report back on focus groups through East End Life and the website • Publish details of the process in East End Life and on the Council website • Hold meetings with the Greater London Authority group • Hold a series of meetings and workshops with relevant stakeholders • Publish copies of documents outlining key issues and options, and accompanying materials including the initial SA/SEA, at Council offices at Mulberry Place and, Council's main planning office as well as libraries and Idea Stores • Send copies of above material to relevant consultation bodies for their comment • Provide for a Local Development Framework helpline – to answer queries from the public.

Activity	What the Council has to do – by law	The Council’s additional community involvement commitments
Formal ‘Preferred Options’ Public Participation	<ul style="list-style-type: none"> • Preferred options made available for inspection –including on the website - and sent to DPD and general consultation bodies • Run local advertisements giving notice of the preferred options • Consider representations that come in within the 6-week formal consultation period as specified through a public notice • We must consider those representations. [Regulation 26] 	<ul style="list-style-type: none"> • Formal ‘launch’ of the documents including final SA/SEA • Publish ‘Preferred Options’ advertisement(s) and series of articles in East End Life, a non-free newspaper and on the Council’s website • Notify individuals and agencies on the planning consultation database • Consult the Local Strategic Partnership - schedule information sessions/workshops for all LAPs open to all members of the public including the residents panel and community organisation representatives • Information posters and copies of all documents made available for residents to view in the foyer of libraries/ Idea Stores, Council offices, supermarkets and other places of interest • ‘Drop-in’ sessions held around the Borough • Ensure youth are targeted • Lunchtime sessions for Council staff • Workshops with Development Control personnel • Set a 12-week consultation period - extending the 6-week legal requirement by a further 6-weeks at the beginning of the process as an ‘informal’ component • One-to-one meetings with key stakeholders if required.

Activity	What the Council has to do – by law	The Council's additional community involvement commitments
Formal consultation on the 'Submission Document'	<ul style="list-style-type: none"> • Submit document and associated material – including details of consultation and public participation (include information on the website) and send to all the main consultation bodies • Give notice of the consultation via local advertisements • Notify anyone who asked to be told about the consultation • Consider representations that come in within the 6-week formal consultation period as specified through a public notice • Publish representations on the Council's website. [Regulation 28] 	<ul style="list-style-type: none"> • Set a 12-week consultation period - extending the 6-week legal requirement by a preliminary 6-week 'informal' period.
Public Examination	<ul style="list-style-type: none"> • At least 6-weeks before the examination starts: <ul style="list-style-type: none"> - Give notice by local advertisement - Publish details on website - Notify people who made representations about the date examination starts and the name of the person appointed to hold the examination. [Regulation 34] 	
Adoption	<ul style="list-style-type: none"> • Make final document and accompanying adoption statement available for inspection – including on the website • Advertise details in East End Life and on the Council website • Notify anyone who asked to be told about the adoption. [Regulation 36] 	On-going review

Consultation on other planning documents, including Supplementary Planning Documents (SPDs)

Activity	What the Council has to do – by law	The Council’s additional community involvement commitments
Evidence Gathering	<ul style="list-style-type: none"> • Informally involve local community and key stakeholders 	<ul style="list-style-type: none"> • Consultation on initial SA/SEA during the preparation of the draft document. • Involve specialists as required to undertake robust research.
Public Participation	<ul style="list-style-type: none"> • Documents made available for inspection, including on the Council website, and sent to relevant consultation Bodies • Consultation on the SA/SEA • Give notice by local advertisement • Consider any representations made within four to six weeks of the date of the notice. [Regulation 17] 	<ul style="list-style-type: none"> • Allow the maximum six week period for public participation • Hold events and meetings for Supplementary Planning Documents at local venues within a week of start of participation period • Publish details in East End Life and hold focus groups/meetings with interested parties.
Adoption	<ul style="list-style-type: none"> • Adopted document, accompanying statement and details of representations made available for inspection, including on the website • Advertisements in East End Life and on website • Inform anyone who requested to be notified of adoption. [Regulation 19] 	<p>representations were addressed</p> <ul style="list-style-type: none"> • On-going review.

Attachment C

Consultation on planning applications

1.0 Introduction

1.1 Critical Definitions & Time Periods

- Neighbouring Land
- Major Development
- Time Periods for Publicity/Consultation

1.2 Statutory & Non-Statutory Publicity

- Major Applications
- Minor Applications
- Listed Building Consent Applications
- Conservation Area Consent
- Advertisement Consent
- Certificates of Lawfulness
- Tree Applications
- Approval of Reserved Matters
- Approval of Details (including facing materials etc.) required by Condition
- Removal or alteration of conditions on existing consents

1.3 Statutory & Non-Statutory Consultations (External)

- Local Organisations
- English Heritage (Historic Buildings Division)(Circular 14/97)
 - Planning Applications
 - Conservation Area Consent
 - Listed Building Consent
- English Heritage (Greater London Archaeological Advisory Service - GLAAS)
- National Amenity Societies
- The Garden History Society
- The Commission of Architecture and the Built Environment (CABE)
- The Highways Agency
- Transport for London
- London Fire & Civil Defence Authority

- Police Borough Crime Prevention Design Advisor
 - Thames Water
 - Mayor of London
 - CAA/Ministry of Defence
 - Other Safeguarding Lines
 - Special Consultation Requirements
 - Neighbouring Boroughs
- 1.4 Internal Consultation Requirements
- 1.5 Request for Observations from Adjoining LPAs
- 1.6 What we can take into account
- 1.7 Consulting on amendments

1.0 Introduction

This attachment is a general guide on the way in which the Council will notify the public throughout the assessment of a planning application. The requirements we have set out are minimum standards and there will always remain the scope for further consultation if considered necessary by the Development Control Service.

Statutory consultation requirements are set out in Article 8 of the Town and Country Planning (General Development Procedure) Order 1995 (as amended).

Compulsory publicity for all planning applications was introduced in 1992 following the Planning and Compensation Act 1991. The purpose of this advice is:-

- a) to ensure that all applications meet the minimum statutory requirements in respect of publicity and consultations, and
- b) to ensure consistency in the Council's publicity and consultation arrangements from one application to another.

From time to time it will be necessary to carry out greater publicity/consultation than specified here (e.g. cases of major public interest and/or having an impact over a wide area).

In order to avoid any delay in the determination of applications, consultation letters should be sent within 5 working days of the application becoming valid. Upon receipt of the processed application from the Administrative Section, Case Officers should check that the correct consultations have been carried out and double check consultation addresses when putting up site notices/visiting the site.

Legislation

Aspects of Circular 15/92

- a) Any written communication to neighbouring land should be addressed to 'the owner and/or the occupier'
- b) Site notices can be particularly effective where there is doubt about who are the interested parties, perhaps because the ownership of land is uncertain; or because the siting or design of development is likely to be of interest to more than immediate neighbours
- c) Site notices should be displayed on or near the site and should be visible and legible to anyone passing without the need to enter the site to be read. A large site, one bounded by several roads and footpaths, or with more than one frontage, will normally require more than one site notice
- d) Authorities must of course notify applicants of their decisions, but apart from notifying owners and agricultural tenants who have made representations on any planning application affecting their land, there is no statutory requirement for authorities to notify decisions individually to third parties. However, the Government considers that planning authorities should decide, in the light of representations made, whether, and by what means, publicity for decisions is warranted. They may take the view that it is only courteous to do so. In reaching this decision however, the costs involved will need to be taken into account.

1.1 Critical Definitions & Time Periods

Neighbouring Land

At present, there is no definition in England of what constitutes neighbouring land. However, the Annex to Circular 15/92 does give a definition, and our adopted procedure for neighbour consultation is based on this definition:

We define 'Neighbouring Land' as land which is:

- adjacent a common boundary with the application site; and/or
- within 4 metres of the boundary of the application site (regardless as to whether or not it shares a common boundary with the application site).

However, should the nearest part of any neighbouring land described above be over 90 metres from all of the development in question, then it is excluded from the above definition of neighbouring land, and should not be consulted.

The consequence of this definition is that, for example, in a typical residential street, neighbouring land always means properties in front and to the rear, as well as those alongside.

Buildings Divided Horizontally

Where either the application or neighbouring land contains a building divided horizontally in terms of occupation (such as flats or office suites) then for consultation purposes a broader definition of neighbouring land than that given above is adopted:

- i) Where the application property comprises converted or purpose-built residential flats or is otherwise divided horizontally in terms of occupation (including wholly or partly commercial accommodation and/or shops), then in addition to the main definition, neighbouring land shall be taken to mean:
 - all premises sharing a common street entrance with the application property; and
 - regardless of whether or not they share a common entrance, all properties on the same floor as the application premises adjacent to or within 4 metres of the boundary of the application premises, and all accommodation which is above or below such neighbouring property and/or the application premises.

This will include ground and basement floors even if having their own independent entrance(s).

- ii) Where any building on neighbouring land is divided horizontally in terms of occupation (including commercial accommodation and/or shops), then every part of that building will be treated as being neighbouring land. i.e. if sending neighbour letters, then each individual occupation should receive its own letter.

Note: Where following this requirement would result in sending a large number of letters (i.e. 10 or over) to a single block of flats, and the proposed development is minor, having little impact on its neighbours, it will be permissible to place site notices by the application property and by the entrance to the neighbouring block, instead of individual consultation letters. (See also 6.3 "Minor applications").

Occupiers of Application Property

In every instance when the applicant's address is not the same as the application property, or there are units of occupation in addition to that of the applicant, a consultation letter shall be sent to the occupier(s) of the application property.

Major Development

All the following constitute **MAJOR** development:

- a) The erection of 10 or more dwellings, or if the number of dwellings is not known, where the site area is 0.5 hectares or more
- b) In other cases, where the floorspace to be created is 1,000 square metres or more, or if the site area is 1 hectare or more
- c) The winning and working of minerals or the use of land for mineral working deposits
- d) All waste developments, meaning any development designed to be used wholly or mainly for the purpose of treating, storing, processing or disposing of refuse or waste materials.

Time Periods for Consultation/Publicity

The statutory minimum period for publicity is not less than 21 days for site notices and notification letters and not less than 14 days for advertisements in local newspapers. It is Council policy normally to allow only these minimum periods, but also to accept comments afterwards if the application has not yet been determined.

The normal period for external consultation replies is 14 days. Internal consultations normally seek a response within 7 days.

It is important to note that any public representations received prior to a decision being issued must be taken into account, even if received after the statutory publicity period has expired.

1.2 Statutory & Non-Statutory Publicity

Major Applications

The following applications shall always be advertised:

- in a local newspaper (i.e. 'East End Life');
- by site notice(s); and
- by neighbour letters*.

*In these circumstances, and for the purposes of neighbour notification letters, the definition of neighbouring land shall be taken as being within 20 metres of the boundary, and not the usual 4 metres from the boundary.

- a) Major Development as defined in Article 8 of the Town and Country Planning (General Development Procedure) Order 1995

- b) Departure from Development Plan
- c) Any affecting a Public Right Of Way or Footpath/Way (but excluding pavement crossovers, new/revised vehicular or pedestrian accesses)
- d) Development where the application is accompanied by an Environmental Statement
- e) Planning applications for any development which, in the opinion of the local planning authority, affects the setting of a listed building
- f) Planning applications for any development which, in the opinion of the local planning authority, affects the character or appearance of a Conservation Area
- g) Any affecting the setting of an Ancient Monument or Archaeological Site; we define these as sites that have already been investigated and are definitely known to contain important remains; it would not normally apply if a site is merely identified as being within a zone where the Archaeological section of English Heritage have requested notification
- h) Planning applications resulting in the removal (not pruning etc.) of trees which are the subject of Tree Preservation Orders or in Conservation Areas
- i) Any significantly affecting nearby property by causing noise, smell, vibration, dust or other nuisance (this would normally include public entertainment and places of worship and all Class A3 uses)
- j) Any attracting significant crowds, traffic and noise into a generally quiet area - note all Class A3 uses included in (i)
- k) Any causing significant activity and noise during unsocial hours - note all Class A3 uses included in (i)
- l) Introducing significant change e.g. particularly tall buildings
- m) Resulting in serious reduction or loss of light or privacy beyond adjacent properties.

Note: Whilst the definition of (a) to (h) above is fairly precise, the decision as to what falls within (i) to (m) will need to be judged on a case by case basis.

Minor Applications

A planning application which is not Major Development as defined in Article 8 of the Town and Country Planning (General Development Procedure) Order 1995 shall be considered 'Minor Development'. However, if an application for Minor Development falls within any of the other Major

Applications listed above, then publicity shall be carried out as per the 'Major' category and the following does not apply.

The publicity arrangements for all other Minor applications are as follows:

- a) applications will not normally be advertised in the local press;
- b) applications will not normally be publicised by a site notice, except in the cases listed in (c) (2) below; and
- c) neighbour letters should be sent to neighbouring land as defined in 1.2 above, with the following exception:

(2) in the case of small scale development which is unlikely to be controversial, neighbour consultation may be carried out by site notices alone instead of using consultation letters (examples of development to which this applies are satellite dishes, and external alterations which do not significantly change the overall character of the building).

Listed Building Consent Applications

All such applications, including applications for the variation or discharge of conditions attached to a Listed Building Consent, always must be advertised in the local press ('East End Life') and by site notice, with the following exception:

- the variation or discharge of conditions attached to a Listed Building Consent in respect of the interior of such a Grade II (unstarred) listed building

Note: this exemption does not apply if relating to external matters.

In addition, neighbour letters shall be sent as stated below:

- a) If internal and/or external alterations are proposed, send neighbour letters to all neighbouring land
- b) If partial or total demolition, or the demolition of all or a substantial part of the interior of the principal building is proposed, consult all neighbouring land within 20 metres (i.e. the same basis as if a Major planning application).

Conservation Area Consent

All applications for Conservation Area Consent must be advertised by press notice and by site notice. Consultation letters should be sent to all neighbouring land as appropriate for major applications (i.e. within 20 metres).

Advertisement Consent

Applications for Advertisement Consent shall be publicised as follows:

- a) on shop fronts or business premises - send consultation letters to premises above and below, plus those either side on all levels; if a road lies to one side, it is not necessary to consult the property on the other side of the road;
- b) forming part of a bus shelter or free-standing - consult by a site notice plus letters to any identifiable neighbouring property likely to be affected e.g. normally consult adjoining residents, but only use a site notice if adjoining a high boundary wall; and
- c) advertisement hoardings on flank walls and boundaries - neighbour consultation will normally take the form of a site notice only. However if the advertisement would have a major impact on the area or neighbouring properties (e.g. a large illuminated advertisement hoarding which could adversely affect the amenities of neighbouring residential properties) then in addition, consultation letters should be sent to neighbouring land.

Note: If the advertisement(s) is on a listed building, or lies within a conservation area, or would affect the setting of a listed building or conservation area, then the application must be advertised in the local newspaper and by site notice as affecting the setting. Otherwise, an advertisement application can not be refused as affecting the setting of a listed building and/or conservation area.

Certificates of Lawfulness

As these are judged by legal criteria, rather than planning criteria, it is not normally appropriate to send neighbour letters. However, if the application would legalise a use having an adverse impact on the amenities of any neighbours (e.g. take-away hot food shops, car repair garages) neighbour consultation should be carried out as if a planning application had been made.

The purpose of this is to test claims made by applicants (e.g. the length of time that a use may have been in existence, the hours of operation etc.). In such cases, any consultation letter must provide details of the use, hours/days of operation, the number of years the use has been operating, etc.

Tree Applications

- a) Applications proposing the removal of trees - advertise in local press ('East End Life'), display site notice and notify neighbouring land within 20 metres

- b) If only pruning/thinning works are proposed, treat as if a minor application i.e. only send consultation letters to neighbouring land within 4 metres (no press or site notices required).

Approval of Reserved Matters Specified In An Outline Permission

Reserved matters are those matters reserved by outline applications for subsequent approval and fall within the following categories:

- a) Siting
- b) Design
- c) Landscaping
- d) External appearance
- e) Means of access.

All other matters reserved by conditions are not 'reserved matters'. There is no such thing as a 'reserved matter' on a full planning permission, only approval of details.

All 'Reserved Matter' applications should be subject to the same publicity as the original application, except if the application is only for landscaping details and no one objected to the landscaping or requested to be notified of it. However, if someone had previously raised concerns about such issues or asked to be notified, a letter shall be sent to them.

Any boundary treatment facing the public highway shall be treated as landscaping, but any boundary treatment other than that facing the public highway shall be the subject of notification to all properties sharing the boundary.

Approval of Details (including facing materials etc.) required by condition

Excluding reserved matters, and those on listed building consents;

- a) Any application for external matters other than for facing materials, landscaping and/or boundary treatment, shall be subject to the same publicity arrangements as if a new full planning application had been submitted
- b) Applications for facing materials and/or landscaping details (except boundary treatment - see (c) below), when no one has objected to that aspect or requested to be notified need not be the subject of notification. However, if someone had previously raised concerns about such issues or asked to be notified, a letter shall be sent to them

- c) Any boundary treatment facing the public highway shall be treated as landscaping, but any boundary treatment other than that facing the public highway shall be the subject of publicity with all properties sharing the boundary.

Removal or alteration of conditions on existing consents

If the application relates to an aspect that was subject to objections in the original application, or concerns a condition imposed in the interests of protecting neighbours from nuisance (e.g. hours during which a use may be carried on) then publicity must be carried out as per the original application, or as per this Section, whichever is the greater. Also notify anyone who objected to the original scheme, who would not otherwise receive a notification letter. Otherwise, it will not normally be necessary to carry out any publicity (but check requirements for Listed Building Consent applications).

1.3 Statutory & Non-Statutory Consultations (External)

Local Organisations

Local Area Partnership Forums

These will not be formally consulted on applications. However, as Councillors and Chairs of the LAP Steering Group receive a copy of the list of all planning applications received, they will be in a position to decide which cases they would like to be referred.

Tenants & Residents Associations and other area based organisations

Where such area based organisations have registered their area of interest with the Development Control Services, they should be consulted on all major applications within their territory. This requirement is in addition to normal neighbour consultation requirements.

Local Societies & Amenity Groups and other issues based organisations

Issues based organisations that have registered with the Development Control Services should be consulted on planning applications which meet their specific interest. Each organisation should consult with the Development Control Service so that the service can formulate criteria on which applications they wish to be consulted upon.

English Heritage (Historic Buildings Division) (Circular 14/97)

Planning Applications

It is necessary to consult English Heritage, allowing 28 days for response, on

the following types of planning applications (see below for applications for listed building and conservation area consent):

- a) Development which in the opinion of the local planning authority affects the setting of a Grade I or II* listed building
- b) Development within the curtilage of a Grade II (unstarred) listed building which in the opinion of the local planning authority affects the setting of the listed building
- c) Development which in the opinion of the local planning authority affects the setting of a Grade II (unstarred) listed building and which involves:
 - i) the provision of more than 1,000 sq m of gross floor space (measured externally); or
 - ii) the construction of any building more than 20 metres in height above ground level.
- d) Development which in the opinion of the local planning authority affects the character or appearance of a conservation area and which involves:
 - i) the erection of a new building or the extension of an existing building where the area of land in respect of which the application is made is more than 1,000 sq m;
 - ii) the material change of use of any building where the area of land in respect of which the application is made is more than 1,000 sq m; or
 - iii) the construction of any building more than 20 metres in height above ground level.
- e) Development which is likely to affect any Grade I or Grade II* historic park or garden.

Conservation Area Consent

English Heritage must be consulted on any application for Conservation Area Consent for the demolition of any building, with 28 days allowed for response.

Listed Building Consent

English Heritage must be consulted on all applications for Listed Building Consent, with 28 days allowed for response.

English Heritage (Greater London Archaeological Advisory Service)

It is necessary to consult on all planning applications likely to result in disturbance of existing ground conditions (including all new-build, re-developments and extensions needing foundations) in areas shown on the Proposals Map as being of Archaeological Priority Area.

National Amenity Societies

In the case of all applications proposing:

- a) works for the demolition of a listed building or;
- b) works for the alteration of a listed building which comprise or include the demolition of any part of that building.

The following national amenity bodies must be notified. The consultation letter must include an extract of the Statutory List (not required for the Royal Commission) and allow, 28 days for response:

- The Ancient Monuments Society
- The Council for British Archaeology
- The Society for the Protection of Ancient Buildings
- The Royal Commission on the Historic Monuments of England
- The Georgian Group
- The Victorian Society (note: the Victorian Society will notify the Twentieth Century Society where appropriate).

Consulting the Garden History Society

It is necessary to consult the Garden History Society on any planning application which in the opinion of the local planning authority, is likely to affect any historic park or garden on the Register of Parks and Gardens of Special Historic Interest in England.

Consulting CABI

CABI may be consulted on all planning applications for large scale schemes or those which have a significant townscape impact, in all cases raising issues of more than local importance:

- a) Proposals of sufficient importance, including large public buildings e.g. Government buildings, churches, museums, art galleries, large hotels, office blocks and department stores.
- b) Sites of sufficient prominence, e.g. proposals:
 - affecting important public space(s) or the views from them, including structures and statues;
 - significantly altering the appearance of the Thames frontage; or
 - significantly altering important views because of its height or bulk.
- c) Raising conservation issues of more than local importance (relating to listed buildings and/or conservation areas).

Transport for London

TfL should be consulted on development consisting of:-

- new building(s);
- new parking facilities; and
- changes of use and conversion from non-residential to provide residential accommodation on or near (within about 50 metres) of a 'Red Route' or 'Designated Route', or likely to result in significant additional traffic on to junctions with such a Route.

London Fire & Emergency Planning Authority (LFEPA)

Consult on all non residential new-build, extensions and changes of use, enclosing a set of drawings. If the proposal is of no interest to them, they will not respond.

The official consultation requirement is in respect of all new and altered premises that need to be 'certified' by them. The above is a working definition on which our consultation practice is based.

Police Borough Crime Prevention Design Advisor

Consult on all planning applications above the following threshold:

- 200 residential units
- 10,000 sq m floorspace
- 200 car parking spaces.

Mayor of London

The local planning authority is required to notify the Mayor on all strategic applications unless the Mayor notifies the local planning authority in writing that they do not want to be consulted.

- (a) The authority must send to the Mayor -
 - (i) a copy of any representations made to the authority in respect of the application;
 - (ii) a copy of any report on the application prepared by an officer of the authority; and
 - (iii) a statement of the permission the authority propose to grant and of any conditions the authority propose to impose.
- (b) (i) a period of 14 days has elapsed beginning with the date notified in writing by the Mayor to the authority as the date they received the items specified in sub-paragraph (a); or

(ii) the Mayor has notified the local planning authority in writing that he is content for the authority to grant permission in accordance with the statement referred to in sub-paragraph (a)(iii).

At the same time as they give notice to an applicant of a determination on an application of potential strategic importance the Council should send to the Mayor a copy of that notice.

Strategically significant proposals which must be referred to the Mayor for advice and includes all development specified under the 'The Town and Country Planning (Mayor of London) Order 2000':

http://www.gov.uk/planning/downloads/statutoryinstrument2000no_1493.htm

Neighbouring Boroughs

Neighbouring boroughs should be consulted on applications having a significant impact on them. This may range from a significant visual impact of a new building adjoining the boundary to a significant traffic or economic impact even if further away (e.g. a retail park or leisure centre).

Where a proposal affects a Strategic View, all the neighbouring boroughs along the safeguarded view (both directions) should be consulted.

All neighbouring land in adjoining boroughs must be consulted as normal, ignoring the borough boundaries in assessing neighbouring land to be consulted.

Other Consultation

- Docklands Light Railway in respect of any development which would affect Docklands Light Railway lines
- Civil Aviation Authority and London City Airport for all proposals over 90m in height
- Crossrail Team for any redevelopment or other below ground-level works (including foundations) within the safeguarding zone for Crossrail
- The Port of London Authority, the Environment Agency and Thames Water should be consulted on all applications affecting the River Thames (i.e. both on the river/river-bed and/or alongside). Most small-scale changes of use and minor works on land adjoining the River Thames would not affect the river, and so neither body need be consulted in such circumstances

- The British Waterways Board and the Environment Agency should be consulted on all applications affecting the River Lea (both on the river/river-bed and/or alongside). Most small-scale changes of use and minor works on land adjoining would not affect the river, and so these bodies need not be consulted in such cases
- The Lea Valley Regional Park Authority should be consulted on all applications that may affect any area of the Park
- The Inland Waterways Association should be consulted on all applications affecting canal users (i.e. both within the curtilage of a canal & tow-path and/or alongside).

1.4 Internal Consultation Requirements

The following sections within the Council shall also be consulted as specified:

Arts & Leisure - all Arts and Leisure proposals, including Public Open Space, Sports facilities, Cinemas etc.

Access Officer – where a design and access statement has been received and for applications with implications for access.

Cleansing - all applications proposing or needing new or revised refuse storage/collection arrangements, including all new residential units (new build & conversions).

Development Design and Conservation - all applications for Listed Building or Conservation Area Consent, all Planning and Advertisement Consent applications proposing building work in Conservation Areas and/or affecting setting of listed buildings and also send applications requiring design advice.

Education - all applications relating to schools (public and private); also consult as an occupier for development adjoining schools.

Environmental Health - all planning applications proposing:

- new residential units (new build, conversions & H.M.O.s);
- class A3 uses (new build and changes of use);
- cinemas, theatres & other places of entertainment;
- other environmentally sensitive development e.g. due to noise;
- opening outside normal working hours, potential pollutants; and
- hazardous substances, decontamination of land.

Highways - all applications for planning permission proposing or needing

- vehicle parking/servicing;
- affecting pedestrian or vehicular accesses/ways or rights of way; and
- having traffic generation or management implications.

Housing

- a) For all schemes having 'affordable housing' implications and/or proposing significant social housing, consult the Housing Strategy Manager
- b) For all planning applications affecting Council housing estates consult Area Office.

Landscape

- a) All planning applications proposing or needing landscaping/planting; and all applications that would result in the loss of tree(s) or proposing buildings/structures within branch spread of a tree
- b) All tree applications (TPOs and CAs).

Strategy - all departure applications, all residential schemes proposing 30 or more residential units and applications having significant policy implications.

Development Schemes - if officers are known to have involvement in the site e.g. have produced a site brief.

Social Services - consult on all proposals catering for under 8 year olds, including children's nurseries and crèches, consult on all facilities for children aged 8 or over e.g. Private Children's Homes, consult on all planning applications for care homes, day nurseries, day centres etc. catering for adults, including the elderly, disabled etc.

Building Control will be sent a copy of the monthly list of applications, and so will not normally need to be consulted by letter.

Internal consultation letters to other Council departments specify that a response is expected within 14 days.

1.5 Request for Observations from Adjoining Boroughs

The onus is on the borough, within which the property lies to carry out all statutory and neighbour publicity/consultations. Where the proposal would significantly affect the interests of another section of the Council (e.g.

Highways on traffic matters), that section should be consulted prior to responding.

What we can take into account

We welcome any comments, whether in support of an application or objecting to it, although we can only take account of planning considerations.

Matters that may be taken into account include (these lists are not exhaustive):

Planning policies:

- Central Government policies
- The London Plan
- The Tower Hamlets Development Plan (currently the Unitary Development Plan but soon to be replaced by the Local Development Framework).

Other material considerations:

- Loss of light or overshadowing
- Overlooking or loss of privacy
- Visual appearance (for example, design, appearance and materials)
- Layout and density of buildings
- Traffic generation, highway safety or adequacy of parking
- Noise, smells and disturbance resulting from use
- Loss of trees
- Effect on listed buildings or conservation areas.

Matters that cannot normally be taken into account include the following (the list is not exhaustive):

- matters controlled under building regulations or other non-planning laws (for example, structural stability, fire protection, control of pollution, statutory nuisances etc);
- private issues between neighbours (for example, land or boundary disputes, damage to property, private rights of way, covenants etc);

- loss of value of property (but the reason why it might affect the value could be material – see “Other material considerations” above);
- problems associated with the construction period (for example, hours of work, noise, dust, construction vehicles etc – Environmental Protection legislation might be able to assist); and
- loss of a private view.

If you have no objection to an application, but wish to suggest restrictions that we should impose to control the appearance or future use of the development, please feel free to do so. For example, you might have views about the colour of the bricks or tiles in a new building or the opening hours of a restaurant.

Consulting on amendments

Sometimes applications are amended due to negotiations by the planning case officer to overcome some problem or because of a change of mind by the applicant. The decision as to whether to consult on amended plans will be judged on the individual circumstances of each case. Our decision will be based on the nature and extent of the amendments. Any that are significant will be publicised, however, minor changes to plans would not normally be publicised. This judgement is made to prevent unnecessary delay in the processing of applications and to prevent the unjustified expense of republicising minor changes to a scheme.

Where publicity is considered appropriate for amended plans it follows the same procedure as that for the original application except that only 14 days rather than 21 is allowed for comments to be made. Site notices (where necessary) for amended applications will be yellow. The original site notice would have been white.

Attachment D

Keeping track of your views

Here's an example of the form used to find out what you think about the Council's attempts to get your views

Event:

Date:

Venue:

1. **The background information was clear and easy to understand.**
(ie. display boards, summary document, introduction)

Strongly
disagree

Disagree

Neither agree
nor disagree

Agree

Strongly
agree

2. **We listened to what you had to say.**

Strongly
disagree

Disagree

Neither agree
nor disagree

Agree

Strongly
agree

- 3a. **What were the main issues you came here to discuss?**

- 3b. **You were fully able to discuss those issues.**

Strongly
disagree

Disagree

Neither agree
nor disagree

Agree

Strongly
agree

4. How useful did you find this event?Not at
all usefulNot very
usefulQuite
useful

Useful

Very
useful**5. If we were going to organise an event like this again, have you any suggestions for how we could do it better?****6. Have your views changed at all as a result of attending this event?**

Yes

No

IF YES, In What way?

Tower Hamlets has an equal opportunities policy and is keen to ensure that it is working effectively. The information you provide will be treated in the strictest confidence and will only be used for statistical monitoring.

Are you?

Female

Male

A Tower Hamlets resident?

Yes

No

Age?

Under 18

18-25

26-35

36-45

46-55

56-65

65+

White	Mixed	Asian	Black	Chinese
British		Asian British Asian English Asian Scottish or Asian Welsh	Black British Black English Black Scottish or Black Welsh	Chinese British Chinese English Chinese Scottish Chinese Welsh or other ethnic group
English <input type="checkbox"/>	White and Black Caribbean <input type="checkbox"/>	Indian <input type="checkbox"/>	Caribbean <input type="checkbox"/>	Chinese <input type="checkbox"/>
Scottish <input type="checkbox"/>	White and Black African <input type="checkbox"/>	Pakistani <input type="checkbox"/>	African <input type="checkbox"/>	Any other background <i>write in</i>
Welsh <input type="checkbox"/>	White and Asian <input type="checkbox"/>	Bangladeshi <input type="checkbox"/>	Somali <input type="checkbox"/>	<input type="text"/>
other <i>write in</i> <input type="text"/>	Any other mixed background <i>write in</i> <input type="text"/>	Vietnamese <input type="checkbox"/>	Any other Black background <i>write in</i> <input type="text"/>	
Irish <input type="checkbox"/>		Any other Asian background <i>write in</i> <input type="text"/>		
Any other White background <i>write in</i> <input type="text"/>				

Do you consider yourself disabled?

Yes No

If yes, please specify the nature of your disability

Learning difficulties Physical difficulty Mental Health issue

Hearing impairment Sight impairment

Other (please specify below)

Consultation methods will be assessed for their effectiveness in reaching the communities of Tower Hamlets through ongoing monitoring and feedback, and groups that are not engaging in consultation will be identified through the monitoring process.

If any changes then need to be made to the SCI as a result of the feedback received, this will be carried out as required.

Monday - Friday
9.00am - 5.00pm



THCI/06/7

English	For free translation phone
Arabic	للترجمة المجانية الرجاء الاتصال هاتفياً.
Chinese	欲索取免費譯本，請致電。
French	Pour une traduction gratuite, téléphonez
Hindi	मुफ्त अनुवाद के लिए फोन कीजिए.
Malayalam	സൗജന്യമായ തർജ്ജിമയ്ക്കായി ബന്ധപ്പെടുക.
Somali	Turjubaan lacag la'aan ah ka soo wac telefoonka.
Portuguese	Para uma tradução grátis, telefone.
Bengali/Sylheti	বিনাখরচে অনুবাদের জন্য টেলিফোন করুন
Gujarati	મફત ભાષાંતર માટે ફોન કરો.
Punjabi	ਮੁਫਤ ਅਨੁਵਾਦ ਲਈ ਫੋਨ ਕਰੋ
Urdu	مفت ترجمے کے لئے ٹیلیفون کیجیے۔
Serbo-Croat	Za besplatne prevode pozovite
Spanish	Para obtener una traducción telefónica gratuita llame al:
Russian	Перевод – бесплатно. Звоните.
Albanian	Për një përkthim falas telefononi.
Tamil	இலவச மொழிபெயர்ப்புக்கு தொலைபேசி செய்யவும்.
Greek	Για δωρεάν μετάφραση, τηλεφωνήστε.
Turkish	Ücretsiz çeviri için telefon edin.
Vietnamese	Điện thoại để được thông dịch miễn phí.
Kurdish	بۆ وهەرگێران (تهرجومه کردن) به خۆراییی، ته له فۆن بکه.
Lithuanian	Del nemokamo vertimo skambinkinte
Polish	Po bezplatne tłumaczenia prosimy dzwonic

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APPENDIX 2
Schedule of Clarifications

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Tower Hamlets Statement of Community Involvement – Schedule of post-examination changes

Location in document	Present wording	Proposed redraft
Page 4 Page 5, Contents	(Stages of the Statement of Community Involvement diagram) 10 How and when to get involved in Development Control Attachment A Page 34 Attachment B Page 37 Attachment C Page 44 Attachment D Page 62	Delete all dates from diagram 10 How and when to get involved in Planning Applications Attachment A – Terms used in planning consultations Page 34 Attachment B – Having Your say on the Statement of Community Involvement and the Local Development Framework Page 37 Attachment C – Consultation on planning applications Page 44 Attachment D – Keeping track of your views Page 62
Page 7, Planning to have your say	1.10 The Statement and the Local Development Documents will form the spatial plan for the Borough, setting out how it will look in future. This plan for the future is known as the Local Development Framework. We know that this vision is all the richer for the contributions from people living and working in Tower Hamlets so this document will make it easier for people to have their say.	1.10 This Statement is part of the Local Development Framework. Local Development Documents in the Local Development Framework will form the spatial plan for the Borough, setting out how it will look in the future. We know that a vision is all the richer for the contributions from people living and working in Tower Hamlets so this document will make it easier for people to have their say.
Page 18, How and when to get involved in the Local Development Framework	9. How and when to get involved in the Local Development Framework 9.1 Key stakeholders and local agencies will be involved at the very first stages of drafting a local development document. We will also inform local people about consultation dates via local advertisements including in East End Life (the Council's weekly newspaper) and on our website, letters to individuals and organisations and through resident panels. More detailed information about when the community will be	9. How and when to get involved in the Local Development Framework 9.1 The schedule for the production of the LDF documents is set out in a document called the LDS – Local Development Scheme. The LDS details the timetable for the production and revision of all LDF documents and gets updated each year. You can view the LDS on www.towerhamlets.gov.uk or call 020 7364 5367 for a hard copy.

Tower Hamlets Statement of Community Involvement – Schedule of post-examination changes

	involved in preparing local development documents is set in Attachment C and later in this chapter.	9.2 Key stakeholders and local agencies will be involved at the very first stages of drafting a local development document. We will also inform local people about consultation dates via local advertisements including in East End Life (the Council's weekly newspaper) and on our website, letters to individuals and organisations and through resident panels. More detailed information about when the community will be involved in preparing local development documents is set in Attachment C and later in this chapter.
Page 18, How and when to get involved in the Local Development Framework	Strategic Rail Authority	Network Rail
Page 18, How and when to get involved in the Local Development Framework	Tower Hamlets Primary Care Trust	NHS London
Page 19, How and when to get involved in the Local Development Framework	9. How and when you can get involved in the Local Development Framework	9. How and when to get involved in the Local Development Framework

Tower Hamlets Statement of Community Involvement – Schedule of post-examination changes

<p>Page 19, How and when to get involved in the Local Development Framework</p>	<p>9.2 Where and when appropriate, other relevant local representative bodies will be regularly consulted. They include, but are not limited to:</p> <p>(table with voluntary and other bodies)</p> <p>About the Tower Hamlets’ Community Plan and Partnership</p> <p>9.3 (…)</p>	<p>9.2 Where and when appropriate, other relevant local representative bodies will be regularly consulted. They include, but are not limited to:</p> <p>(table with voluntary and other bodies)</p> <p>9.3 Further to the listed bodies, any member of the community that wishes to be kept informed of the progress on the Local Development Framework can register on the LDF Database by forwarding us your contacts either by email ldf@towerhamlets.gov.uk, by post: London Borough of Tower Hamlets A/H, PO Box 55739, London E14 1BY, or by calling us on 020 364 5367.</p> <p>About the Tower Hamlets’ Community Plan and Partnership</p> <p>9.4 (…)</p>
<p>Page 23, 10. How and when to get involved in Planning Applications</p>	<p>10.7 We normally go beyond the minimum notification requirements where a development may give rise to significant local controversy, or is on a particularly sensitive site or is of a large-scale. In these cases a range of additional consultation techniques will be used to ensure that the development receives appropriate publicity so people know about it and can have their say. This may include the following:</p> <ul style="list-style-type: none"> • pre-application consultation by the developer to help inform the design of his/her proposals (we encourage developers to do this and but cannot force them to do so); • holding public exhibitions on the development proposals when the planning application is submitted. This will help local residents understand the proposals so that they can formulate 	<p>Pre-Application Discussion</p> <p>10.7 The Council recognises the importance of community involvement from the earliest stages in the planning process. Consequently, Developers will be encouraged to undertake community consultation at the pre-application stage, particularly where a development may give rise to significant local controversy, is on a sensitive site or is of a large-scale. Officers will negotiate with the level and extent of consultation that would be appropriate for each scheme.</p> <p>Going Beyond Minimum Requirements</p> <p>10.8 The Council will also go beyond the minimum notification requirements where a development may give rise to significant local controversy, is on a sensitive site or is of a large-scale. In</p>

Tower Hamlets Statement of Community Involvement – Schedule of post-examination changes

	<p>their views; and</p> <ul style="list-style-type: none"> • the right to address the Development or Strategic Development Committees before they determine an application (see below for more details). 	<p>such cases a range of additional consultation techniques will be used to ensure that the development receives appropriate publicity so people know about it and can have their say. This may include the following:</p> <ul style="list-style-type: none"> • holding public exhibitions on the development proposals when the planning application is submitted. This will help local residents understand the proposals so that they can formulate their views; <p>And</p> <ul style="list-style-type: none"> • the right to address the Development or Strategic Development Committees before they determine an application (see below for more details).
<p>Page 29, How we will incorporate your say</p>	<p>Separately the Council will make every representation publicly available as well as our responses to the representations.</p> <p><i>(Note: this was identified in the schedule or minor errata and clarifications also submitted with the SCI)</i></p>	<p>Separately the Council will make every representation publicly available on the Council’s website and at the Council’s Planning Office as well as our responses to the representations.</p>
<p>Page 34, Attachment A – Terms used in planning consultations</p>	<p>Development Plan Documents (DPDs): Development Plan Documents are prepared by local planning authorities to outline the key development goals of their Local Development Frameworks. They can be presented in several different forms – such as diagrams, maps and text – and should include:</p> <ul style="list-style-type: none"> – Core Strategy; – Site Specific Allocations; – Adopted Proposals Map; – Area Action Plans and other documents. 	<p>Development Plan Documents (DPDs): Development Plan Documents are prepared by local planning authorities to outline the key development goals of their Local Development Frameworks. They can be presented in several different forms – such as diagrams, maps and text – and should include:</p> <ul style="list-style-type: none"> – Core Strategy; – Site Specific Allocations; – Adopted Proposals Map; – Area Action Plans and other documents.

Tower Hamlets Statement of Community Involvement – Schedule of post-examination changes

<p>Page 35, Attachment A – Terms used in planning consultations</p>	<p>Office of the Deputy Prime Minister (ODPM): Government Department responsible for policy on housing, planning, regional and local government and the fire service. Also takes responsibility for the Social Exclusion Unit, the Neighbourhood Renewal Unit and Government Offices for the Regions.</p>	<p>Communities and Local Government: Communities and Local Government sets UK policy on local government, housing, urban regeneration, planning and fire and rescue. It has responsibility for all race equality and community cohesion related issues across Great Britain and for building regulations, fire safety and some housing issues in England and Wales.</p>
<p>Page 36, Attachment A – Terms used in planning consultations</p>	<p>PPS12 Planning Policy Statement 12: Local Development Frameworks (LDFs): Prepared by the Office of the Deputy Prime Minister (ODPM), this sets out the Government's national policies on different aspects of planning - focusing on procedural policy and providing guidance for the production of the LDFs.</p>	<p>PPS12 Planning Policy Statement 12: Local Development Frameworks (LDFs): Document that sets out the Government's national policies on different aspects of planning - focusing on procedural policy and providing guidance for the production of the LDFs.</p>

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APPENDIX 3
Inspector's Binding Report

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London Borough of Tower Hamlets Statement of Community Involvement (November 2006)

INSPECTOR'S REPORT

Introduction

- 1.1 An independent examination of the London Borough of Tower Hamlets' Statement of Community Involvement (SCI) has been carried out in accordance with Section 20 of the Planning and Compulsory Purchase Act 2004 (the Act), as applied by s18(4) of the Act. A requested hearing was held on 10 October 2007.
- 1.2 Section 20(5) indicates the two purposes of the independent examination in parts (a) and (b). With regard to part (a) I am satisfied that the SCI meets the requirements of the relevant sections of the Act, in particular that its preparation has accorded with the Local Development Scheme as required by s19(1) of the Act.
- 1.3 Part (b) is whether the SCI is sound. Following paragraph 3.10 of Planning Policy Statement 12: Local Development Frameworks, the examination has been based on the 9 tests set out (see Appendix A). The starting point for the assessment is that the SCI is sound. Accordingly changes are made in this binding report only where there is clear need in the light of tests in PPS12.
- 1.4 A total of 26 representations were received, all of which have been considered. The Council did not propose any amendments to the SCI in response to representations received. However, in accordance with my request at the hearing, a schedule of minor changes to the SCI has been prepared by the Council (see Appendix B) and these are taken into account in the report.

Test 1

- 2.1 The Council has undertaken the consultation required under Regulations 25, 26 and 28 of the Town and Country Planning (Local Development) (England) Regulations 2004.
- 2.2 This test is met.

Test 2

- 3.1 Section 1 of the SCI introduces the wider context for planning in the Borough, including the Community Plan. Paragraph 9.3 goes on to explain the role of the Local Development Framework (LDF) in helping to deliver the vision of the Community Plan. The intention to involve the Local Area Partnerships, Community Plan Action Groups and the Residents' Panel is set out in paragraph 9.4. Further detail is provided in Attachment B. The SCI clearly seeks to ensure that community engagement will take place in an integrated

way with other community involvement initiatives and that duplication of consultation exercises will be avoided.

3.2 This test is met.

Test 3

4.1 An SCI should identify in general terms which local community groups and other bodies will be involved in the preparation of the LDF. Section 9 of the SCI lists those bodies which will be consulted (the Specific Consultation Bodies) and provides examples of the types of General Consultation Bodies who will be involved. It makes clear that the list is not intended to be exhaustive and that others will be involved where and when it is appropriate. As agreed at the hearing, the Council's schedule of proposed amendments includes text to make clear that anyone can request to be added to the LDF database for consultation purposes and I commend this change.

4.2 The general methods of consultation are described in Section 11 and Attachment B of the SCI and it is clear that they go significantly beyond the minimum requirements set out in the Regulations.

4.3 Subject to the recommendation in paragraph 11.1 below this test is met.

Test 4

5.1 One of the Council's objectives, as set out in paragraph 3.2, is to involve the community from the earliest stages of the planning process. This is developed in paragraphs 9.1, 9.6 and 9.7 which show that the Council will involve and inform people from the early stages of Local Development Document (LDD) preparation. Attachment B sets out the range of methods the Council will employ to do this. It is made clear that key stakeholders and local agencies will be involved at the very first stage of drafting an LDD.

5.2 However, the Council accepted at the hearing that it should make clear how the Local Development Scheme will give advance notice to the community and other stakeholders about the proposed timetable for the production of LDDs. The schedule of amendments submitted by the Council includes additional text in paragraph 9.1 to address this point and I endorse this amendment.

5.3 Subject to the recommendation in paragraph 11.1 below I am satisfied that the proposed consultation on LDDs will be undertaken in a timely and accessible manner. This test is met.

Test 5

- 6.1 Section 5 of the SCI sets out the principles adopted by the Council to guide consultation and involvement. In keeping with these principles, the range of methods that the Council proposes to use to involve the community and other stakeholders are explained in Section 11. These cover a variety of recognised consultation techniques that will present information via a range of different media. The main considerations influencing the selection of consultation methods are set out in the table in Section 11, and Attachment B explains at what stages of LDD preparation the various methods might be employed.
- 6.2 Section 7 of the SCI acknowledges the great diversity of the Borough's population and the aim to ensure that everyone can access local services and have a say in what is required. It goes on to make clear that the needs of particular groups in the Borough's population will be considered when consulting on planning. Attachment B lists a range of methods that would in effect be suitable for 'hard to reach' groups. As a result, the Council will make its information accessible to all members of society thus meeting the requirements of the Race Relations Act 2000 and the Disability Discrimination Act 1995. I am satisfied that the methods of consultation proposed in the SCI are suitable for the intended audiences and for the different stages in LDD preparation.
- 6.3 This test is met.

Test 6

- 7.1 Section 11 of the SCI addresses the issue of resources. As paragraph 11.1 explains, linked/joint consultation exercises will be used wherever appropriate. It is clear that the Council will seek to achieve the maximum possible participation from the community while making efficient and effective use of limited resources. I am satisfied that the Council is alert to the resource implications of the SCI.
- 7.2 This test is met.

Test 7

- 8.1 Section 12 of the SCI explains how the results of community involvement will be taken into account by the Council and used to inform decisions. The Council also proposes to prepare reports at the end of the consultation period explaining how views have been considered and documents changed in the light of the community involvement. Every representation received and the Council's response to it will be made publicly available. Paragraph 7.2 confirms that the Council is committed to disseminating information in different forms so that, for instance, over-reliance on electronic dissemination of information is avoided.

8.2 This test is met.

Test 8

9.1 Section 13 explains that the Council will keep the SCI under review and will update the document as needed. This will reflect the outcome of continuous monitoring of the effectiveness of consultation and involvement methods. The Annual Monitoring Report will include consideration of the effectiveness of the SCI and will contribute towards the review process. I am satisfied that the Council has mechanisms for reviewing the SCI and has identified potential triggers for this process.

9.2 This test is met.

Test 9

10.1 Section 10 of the SCI describes the Council's policy for consultation on planning applications. This section meets the minimum requirements and provides information on additional methods of consultation. It also distinguishes between procedures appropriate to different types and scale of application and includes information on pre-application discussions and how the consultation results will inform decisions.

10.2 However, at the hearing it was agreed that the SCI should give greater encouragement to pre-application consultations/discussions about planning applications. As a result, the schedule of proposed amendments submitted by the Council includes a new sub-heading and an additional paragraph in Section 10. I recommend accordingly.

10.3 Paragraphs 12.8-12.10 explain how the Council responds to comments received on planning applications and Attachment C provides more detailed information on the development control process and the procedures for involving the community and other stakeholders in the consideration of planning applications.

10.4 Subject to the recommendation in paragraph 11.1 below this test is met.

Conclusions

11.1 As referred to above, the Council has provided a schedule of changes to the SCI to respond to the points raised at the hearing and also to provide for factual updating and/or correction of the SCI. I agree that these changes should be made since they are required for soundness or factual correctness while not changing the substance of the SCI. I recommend accordingly below. All of the other matters raised in the representations and at the hearing have been taken into account but since they do not in my view demonstrate any unsoundness in the SCI I make no further comment upon them.

- (R1)** Amend the SCI in accordance with the schedule of changes set out in Appendix B of this report.
- 11.2 In the event of any doubt, please note that I am content for such matters as any other minor spelling, grammatical, paragraph numbering or factual matters to be amended by the Council, so long as this does not affect the substance of the SCI.
- 11.3 Subject to the implementation of the recommendation set out in this report, the London Borough of Tower Hamlets SCI (November 2006) is sound.

Mary Travers

Inspector

APPENDIX A

Examination of the soundness of the statement of community involvement

3.10 The purpose of the examination is to consider the soundness of the statement of community involvement. The presumption will be that the statement of community involvement is sound unless it is shown to be otherwise as a result of evidence considered at the examination. A hearing will only be necessary where one or more of those making representations wish to be heard (see Annex D). In assessing whether the statement of community involvement is sound, the inspector will determine whether the:

- i. local planning authority has complied with the minimum requirements for consultation as set out in Regulations;¹
- ii. local planning authority's strategy for community involvement links with other community involvement initiatives e.g. the community strategy;
- iii. statement identifies in general terms which local community groups and other bodies will be consulted;
- iv. statement identifies how the community and other bodies can be involved in a timely and accessible manner;
- v. methods of consultation to be employed are suitable for the intended audience and for the different stages in the preparation of local development documents;
- vi. resources are available to manage community involvement effectively;
- vii. statement shows how the results of community involvement will be fed into the preparation of development plan documents and supplementary planning documents;
- viii. authority has mechanisms for reviewing the statement of community involvement; and
- ix. statement clearly describes the planning authority's policy for consultation on planning applications.

From: Planning Policy Statement 12: Local Development Frameworks

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