

Meeting of the

# OVERVIEW & SCRUTINY COMMITTEE

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Tuesday, 28 July 2009 at 7.00 p.m.

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## A G E N D A

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### VENUE

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

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

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

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

**Co-opted Members:**

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

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

Amanda Thompson, Democratic Services,

Tel: 020 7364 4651, E-mail: [amanda.thompson@towerhamlets.gov.uk](mailto:amanda.thompson@towerhamlets.gov.uk)

# LONDON BOROUGH OF TOWER HAMLETS

## OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 28 July 2009

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. See attached note from the Chief Executive.

#### 3. UNRESTRICTED MINUTES

3 - 10

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 30 June 2009.

#### 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'

##### 6.1 Report Called-In - Blackwall Reach Regeneration Project

11 - 46

(Time allocated – 30 minutes)

#### 7. SCRUTINY SPOTLIGHT

The Lead Member for Finance and Resources, Councillor Ohid Ahmed, will attend to report on his portfolio.

(Time allocated – 30 minutes)

## **8. BUDGET AND POLICY FRAMEWORK ISSUES**

### **8.1 Financial Outlook (TO FOLLOW)**

(Time allocated – 15 minutes)

## **9. PERFORMANCE MONITORING**

### **9.1 Corporate Complaints and Social Care Complaints - Annual Report 47 - 98**

(Time allocated – 15 minutes)

### **9.2 Performance and Finance Annual Report 2008-09 99 - 198**

(Time allocated – 15 minutes)

## **10. SCRUTINY MANAGEMENT**

### **10.1 Overview and Scrutiny Work Programme 2009/10 (TO FOLLOW)**

(Time allocated – 15 minutes)

### **10.2 Establishment of Inner North East London Joint Health Overview and Scrutiny Committee 199 - 204**

(Time allocated – 10 minutes)

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

(Time allocated – 10 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. SECTION TWO REPORTS 'CALLED IN'**

#### **14 .1 Report Called-In - Consideration of Individual Case for Severance (TO FOLLOW)**

(Time allocated – 30 minutes)

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

(Time allocated 10 minutes).

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

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# Agenda Item 2

## DECLARATIONS OF INTERESTS - NOTE FROM THE CHIEF EXECUTIVE FOR MEMBERS OF THE OVERVIEW & SCRUTINY COMMITTEE

This note is guidance only. Members should consult the Council's Code of Conduct for further details. Note: Only Members can decide if they have an interest therefore they must make their own decision. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending at a meeting.

### Declaration of interests for Members

Where Members have a personal interest in any business of the authority as described in paragraph 4 of the Council's Code of Conduct (contained in part 5 of the Council's Constitution) then s/he must disclose this personal interest as in accordance with paragraph 5 of the Code. Members must disclose the existence and nature of the interest at the start of the meeting and certainly no later than the commencement of the item or where the interest becomes apparent.

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- (a) An interest that you must **register**
- (b) An interest that is not on the register, but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of your authority more than it would affect the majority of inhabitants of the ward affected by the decision.

Where a personal interest is declared a Member may stay and take part in the debate and decision on that item.

**What constitutes a prejudicial interest?** - Please refer to paragraph 6 of the adopted Code of Conduct.

**Your personal interest will also be a prejudicial interest in a matter if (a), (b) and either (c) or (d) below apply:-**

- (a) A member of the public, who knows the relevant facts, would reasonably think that your personal interests are so significant that it is likely to prejudice your judgment of the public interests; AND
- (b) The matter does not fall within one of the exempt categories of decision listed in paragraph 6.2 of the Code; AND EITHER
- (c) The matter affects your financial position or the financial interest of a body with which you are associated; or
- (d) The matter relates to the determination of a licensing or regulatory application

The key points to remember if you have a prejudicial interest in a matter being discussed at a meeting:-

- i. You must declare that you have a prejudicial interest, and the nature of that interest, as soon as that interest becomes apparent to you; and
- ii. You must leave the room for the duration of consideration and decision on the item and not seek to influence the debate or decision unless (iv) below applies; and

- iii. You must not seek to improperly influence a decision in which you have a prejudicial interest.
- iv. If Members of the public are allowed to speak or make representations at the meeting, give evidence or answer questions about the matter, by statutory right or otherwise (e.g. planning or licensing committees), you can declare your prejudicial interest but make representations. However, you must immediately leave the room once you have finished your representations and answered questions (if any). You cannot remain in the meeting or in the public gallery during the debate or decision on the matter.

**There are particular rules relating to a prejudicial interest arising in relation to Overview and Scrutiny Committees**

- You will have a prejudicial interest in any business before an Overview & Scrutiny Committee or sub committee meeting where both of the following requirements are met:-
  - (i) That business relates to a decision made (whether implemented or not) or action taken by the Council's Executive (Cabinet) or another of the Council's committees, sub committees, joint committees or joint sub committees
  - (ii) You were a Member of that decision making body at the time and you were present at the time the decision was made or action taken.
- If the Overview & Scrutiny Committee is conducting a review of the decision which you were involved in making or if there is a 'call-in' you may be invited by the Committee to attend that meeting to answer questions on the matter in which case you must attend the meeting to answer questions and then leave the room before the debate or decision.
- If you are not called to attend you should not attend the meeting in relation to the matter in which you participated in the decision unless the authority's constitution allows members of the public to attend the Overview & Scrutiny for the same purpose. If you do attend then you must declare a prejudicial interest even if you are not called to speak on the matter and you must leave the debate before the decision.

**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

**HELD AT 7.00 P.M. ON TUESDAY, 30 JUNE 2009**

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

**Members Present:**

Councillor Sirajul Islam (Chair)  
Councillor Tim Archer  
Councillor Stephanie Eaton  
Councillor Alexander Heslop  
Councillor Denise Jones  
Councillor A A Sardar  
Councillor Bill Turner (Vice-Chair)

**Officers Present:**

Mohammed Ahad	– (Scrutiny Policy Officer)
Lutfur Ali	– (Assistant Chief Executive)
Michael Keating	– (Service Head, Scrutiny & Equalities)
Afazul Hoque	– (Acting Scrutiny Policy Manager)
David Galpin	– (Head of Legal Services (Community))
Amanda Thompson	– (Team Leader, Democratic Services)

**1. CHAIR'S RESOLUTION**

The Chair reported that the agenda had been unavailable for public inspection within the standard timescales set out in the Council's Constitution due to an electronic failure which had prevented the agenda from being published.

The Chair moved and it was

**RESOLVED**

That in accordance with paragraph 6.3 of the Access to Information Procedure Rules detailed in Part 4 of the Council's Constitution, the business of the meeting should proceed on an urgent basis

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Ann Jackson and Abjol Miah.

### **3. DECLARATIONS OF INTEREST**

The following declarations of interest were made in relation to agenda item 10 – Pre-Decision Scrutiny of Section One Cabinet Papers:

Councillor Tim Archer – 6.1 Blackwell Reach – Personal interest

Councillor Alex Heslop – 6.2 Ocean Estate – Personal interest

Councillor Denise Jones – 6.2 Ocean Estate – Personal interest

Councillor Bill Turner – 6.2 Ocean Estate – Personal interest

Councillor Sirajul Islam – 6.1 Blackwell Reach – Personal interest

### **4. UNRESTRICTED MINUTES**

#### **RESOLVED**

That the unrestricted minutes of the meeting held on 9 June 2009 be agreed as a correct record.

### **5. REQUESTS TO SUBMIT PETITIONS**

None.

### **6. REQUESTS FOR DEPUTATIONS**

None.

### **7. SECTION ONE REPORTS 'CALLED IN'**

There were no Section One reports 'called in' from the meeting of Cabinet held on 10 June 2009.

### **8. REPORTS FOR CONSIDERATION**

#### **8.1 Diversity and Equality Action Plan – 2009/2010**

Mr Michael Keating, Service Head, Scrutiny and Equalities, introduced the Council's draft Diversity and Equality Action Plan for 2009/10.

He advised that the Council had placed Diversity and Equality at the core of the Strategic Plan and had developed an effective approach to equality action planning and monitoring. This year's Diversity and Equality Action Plan therefore drew together a programme of strategic level actions to drive forward work in three areas:

- The delivery of the Council's six **Equality Schemes** in relation to Race, Disability, Gender, Religion/Belief, Age and Sexual Orientation
- Work towards meeting the requirements of the proposed new Equality Bill, including the production of a **Single Equality Duty** in 2010
- Work to improve the capacity of the organisation to tackle inequality through the use of the **Equality Framework for Local Government**

Arising from the discussion a number of points were made which it was agreed should be referred to Cabinet for consideration as set out below:

#### **RESOLVED**

The Overview and Scrutiny Committee welcomed the continuous focus on driving equalities through the organisation and achieving real changes for local residents, and also the commitment to deliver on the six equalities strands and meeting the requirements of the proposed new Equality Bill and using the Equality Framework for Local Government to tackle inequality both internally and in the wider community;

The Committee did raise concerns about a number of performance indicators contained within the report, and about recent data not being available on some targets, changes to some targets and what they mean and how they will be measured. The Committee will be monitoring these in the performance reports received throughout the year;

The Committee welcomed the opportunity to use the Members' Diversity and Equality Working Group to undertake detailed work around the six strands in order to develop Members' awareness of how some of the actions identified will be implemented, and also to bring in issues of concerns from local constituents to the forefront of the Council's agenda;

The Committee also raised concerns that the Action Plan did not address the issue of Living Wage which does have an impact on residents' ability to access services equally; and

Members also felt that officers should continue to explore improvements to the accessibility of the report and making more explicit the links between the performance indicators, the priority areas of inequality and the action plan itself.

#### **9. VERBAL UPDATES FROM SCRUTINY LEADS**

### **Scrutiny Lead – Prosperous Communities**

Councillor Sardar reported that he would be leading a review on worklessness amongst young people between the ages of 16-24 as this was an issue highlighted by the Council and Cabinet as a priority.

Areas for review would possibly include the range of policies the Council and external partners had in place to reduce worklessness, the impact of the recession, and potential opportunities available from the Olympics.

### **Scrutiny Lead – Excellent Public Services**

Councillor Bill Turner reported that the Early Intervention report action plan had been sent to relevant Council services, and officers were expected to respond to the recommendations within the next few weeks before the report went to Cabinet.

He would also be leading a Dangerous Dogs challenge session in response to the concerns of local residents which would seek to investigate the Council's approach to tackling the growing number of dogs bred for violent sports and intimidation/gang fighting.

Preliminary thoughts on review topics included the recruitment and retention of social workers, reviewing home social care for adults and dealing with bridges and other street furniture that was classified unsafe.

### **Scrutiny Lead – A Safe and Supportive Community**

Councillor Denise Jones reported that she was hoping to look at ways of reducing youth offending in the Borough, and was considering holding a challenge session in relation to bullying in schools.

### **Scrutiny Lead - A Great Place to Live**

Councillor Alex Heslop reported that his review would be looking at the Private Rented Sector, in particular the support given to private tenants, and the ever growing number of private tenants of Council leaseholders and how the Council or RSLs should interact with private tenants. In addition to this he would also be looking at the merits/demerits of the Council promoting Private Sector Leasing.

There would also be a challenge session which would look at the Council's relationship with RSLs, in particular ways of ensuring how RSLs would be able to fulfil their obligations as outlined in the transfer document.

### **Scrutiny Lead – One Tower Hamlets**

The Committee noted that Councillor Anne Jackson would be undertaking a review on Community Leadership.



### **Scrutiny Lead – Healthy Communities**

Councillor Tim Archer reported that the Health Scrutiny Panel would be looking to build on the 05/06 scrutiny review 'Obesity in Young People' and the 07/08 review 'Young people's participation in sports leading up to the Olympics', in particular the planning application process in relation to fast food restaurants, and a number of wider issues including education, promoting healthy eating and outdoor activities.

## **10. PRE-DECISION SCRUTINY OF SECTION ONE (UNRESTRICTED) CABINET PAPERS**

The Chair **moved** and it was **RESOLVED**

That the following Section 1 pre-decision questions be submitted to Cabinet for consideration:

Agenda Item 6.1 Blackwall Reach Regeneration (CAB 007/090)

1. Since the government has now indicated that they would be prepared to see a resumption of Council built homes will the Cabinet consider the Council directly building replacement homes in Blackwall Reach area?
2. Can the Cabinet explain why tenants will lose their secure tenancies if the buildings are refurbished or demolished?
3. We understand the Blackwell Reach Regeneration is going to take place soon, therefore can residents get decant status now so they can start making decisions on what to do?
4. It is not clear what will happen to other adult family members beyond husband and wife who hold the tenancy when decant status is granted. Written confirmation will be needed before anyone makes a decision to move. When will the situation be clarified with written confirmation?
5. When will a written guarantee of the right to return to the estate be given to residents?
6. If the Regeneration partners and the residents of Robin Hood Gardens do not come to an agreement and cannot agree the Charter, what would happen then? How will the Council fulfil its duty to bring Robin Hood Gardens up to the decent homes standard?
7. What steps will be put in place to ensure that Robin Hood Gardens does not become a hot-spot for squatters once residents begin to move to alternative accommodation?

8. With 20% of residents being leaseholders, how will they be treated and can the Cabinet assure us that CPO will only be used as a last resort?
9. The smaller blocks in the area (Anderson House, Mackrow Walk and on Woolmore Street) don't suffer from the same problems as Robin Hood Gardens so why are they in the regeneration programme?

Agenda Item 6.2 Ocean Estate Regeneration (CAB 008/090)

1. In reference to paragraph 4.4.3 can the Cabinet clarify how many more people will be recruited, timetable for recruitment, outline the process for recruitment and if the individuals to be recruited need to have any kind of specialist skills?

Agenda Item 7.2 Outcome of the tendering process for the Youth Service in LAPS 1,2 and 3 (CAB 012/090)

1. Can the Cabinet explain how third sector organisations and young people have been consulted regarding the tendering process and the outcome from the process?
2. How many years is the service being tendered out for and can the Cabinet clarify how local young people and community leaders can hold these organisations to account for the services provided by them?
3. Since the JAR Inspectors were particularly impressed with the work of the Youth Service will the Cabinet re-consider its decision to tender the service out for these three LAPs and therefore ensuring the consistency in services provided and further building on the relationships with young people?

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

None.

**12. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

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 were excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contained information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.

**13. SECTION TWO REPORTS 'CALLED IN'**

There were no Section Two reports 'called in' from the meeting of Cabinet held on 10 June 2009.

**14. RESTRICTED MINUTES**

**RESOLVED**

To confirm as a correct record of the proceedings the restricted minutes of the meeting of the Overview and Scrutiny Committee held on 9 June 2009.

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# Agenda Item 6.1

<b>Committee:</b>  <b>OVERVIEW AND SCRUTINY</b>	<b>Date:</b>  <b>28 July 2009</b>	<b>Classification:</b>  <b>Unrestricted</b>	<b>Report No.</b>	<b>Agenda Item No.</b>  <b>6.1</b>
<b>Report of:</b> <b>Assistant Chief Executive</b>  <b>Originating Officer(s):</b> <b>Amanda Thompson</b> <b>Team Leader, Democratic Services</b>			<b>Title:</b> <b>Cabinet Decision Called-in:</b> <b>Blackwall Reach Regeneration Project</b>  <b>Wards: Blackwall and Cubitt Town</b>	

## 1. SUMMARY

- 1.1 The attached report of the Corporate Director, Development and Renewal was considered by the Cabinet on 1 July 2009 and has been "Called In" by Councillors Tim Archer, Peter Golds, Ahmed Hussain, Emma Jones and David Snowden for further consideration. This is in accordance with the provisions of Part Four 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.

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### Local Government Act, 1972 Section 100D (As amended)

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

Brief description of "background paper"

**Cabinet report - 1 July 2009**

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

**Amanda Thompson**  
**02073644651**

### **3. THE CABINET'S PROVISIONAL DECISION**

**3.1** The Cabinet after considering the attached report provisionally agreed:-

1. That the project milestones set out in section 4.4 of the report (CAB 007/090), progress against which was dependent on the remaining resolutions below, be noted;
2. That £13m capital resources be provided over a three year period to fund the leaseholders/freeholders buybacks programme; purchase of the Woolmore St Health Centre land interest; and Tenants' Home Loss and disturbance payments to facilitate the Blackwall Reach project on the basis of commencing decanting and the main buyback programme in Autumn 2010;
3. That a revised baseline capacity of 1,600 homes of which a minimum of 35% of the accommodation by habitable room numbers will be affordable, with 45% of the social rented units to be provided as accommodation that is three bedroomed or greater be agreed; and it also be agreed that officers work with the HCA (Housing and Communities Agency) to establish the additional level of housing which can be accommodated on the site in a sustainable fashion, subject to detailed design assessment and also review the business plan to re-assess planning obligations that can be generated from the revised housing totals;
4. That the Corporate Director Development and Renewal, Assistant Chief Executive (Legal Services) and Corporate Director of Resources after consultation with the Chief Executive and Lead Member Housing and Development be authorised to agree the detailed terms of the Collaboration Agreement with the HCA and the Procurement Strategy including Phase 1A and 1B and approach to future phases;
5. That the progress made on community consultation with residents living on the Blackwall Reach site be noted, and the Corporate Director Development and Renewal, after consultation with the Lead Member Housing and Development, be authorised to finalise the community charter and utilise this document to support the procurement process;
6. That it be noted that the Corporate Director Children's Services will need to review education and S106 (planning obligation) supported provision originally anticipated in the Development Framework in view of the proposed lower density scheme and that should the Council wish to pursue the development of a three form entry school additional capital resources will need to be identified;
7. That, subject to the decision set out in Resolution 2. above, the approach to facilitate vacant possession of all land interests set out in Section 11 of the report (CAB 007/090) be approved;
8. That right to buy leaseholders/freeholders interests will continue to be acquired, to meet contractual commitments that have been made by the

Council. The estimated additional cost (net of the £1.5m income from the sale of the St Matthias Site) is £570,000 which will require provision in the Capital Programme and a Revised Capital Estimate;

9. That an additional £1.3m will need to be provided to meet 'hardship' cases which are to be limited to five in number, with criteria and process to be agreed by the Corporate Director of Development and Renewal after consultation with the Assistant Chief Executive (Legal Services);

10. That decant status for tenants and further proactive buy back of RTB (Right to Buy) properties will continue to be suspended until Autumn 2010; and

11. That the Corporate Director of Development and Renewal, after consultation with the Assistant Chief Executive (Legal Services) and Lead Member Housing and Development be authorised to negotiate and agree the public sector Collaboration Agreement with the HCA (Homes and Communities Agency).

#### **4. REASONS FOR THE 'CALL IN'**

**4.1** The Call-in requisition signed by the five Councillors listed above gives the following reasons for the Call-in:

1. The revised baseline capacity for 1,600 new homes, a reduction of 1,400 on the scheme which was sent out for consultation is, in effect a completely new scheme.
2. There are under 200 additional social rented homes provided in this scheme which is too small a total to warrant the disruption that will be caused by a development of this scale.
3. Because of the extensive changes to the original scheme, the concerns of tenants and leaseholders living in Robin Hood Gardens and the associated properties of Anderson House, Woolmore Street and Mackrow Walk need to be taken into consideration, and there is no evidence that this has been done.

#### **5. ALTERNATIVE COURSE OF ACTION PROPOSED:**

**5.1** The Councillors submitting the Call-in requisition have proposed the following alternative course of action:

1. Cabinet reconsiders the scheme and time table and does not proceed until a meeting of residents of the affected homes (Robin Hood Gardens, Anderson House, Woolmore Street and Mackrow Walk) can give their opinions on this much reduced scheme.

2. That officers be urgently instructed to see what possibilities there are of finding a partner who will be able to increase the number of social rented properties, whilst preserving financial viability.
3. The council reassures tenants that their existing rights of tenure will be secured under any scheme approved by the Cabinet.

## **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 5 June, 2007, any Member(s) who presents the "Call In" is not eligible 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.



<b>Committee:</b> Cabinet	<b>Date:</b> 1 July 2009	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item:</b>
<b>Report of:</b> Corporate Director Development and Renewal  <b>Originating officer(s)</b> Aman Dalvi		<b>Title:</b> Blackwall Reach Regeneration Project  <b>Wards Affected:</b> Blackwall and Cubitt Town		

## 1. SUMMARY

The purpose of this report is to update Cabinet on Blackwall Reach Regeneration project progress and seeks decisions that will help take the project forward to the development stage.

## 2. RECOMMENDATIONS

Cabinet is recommended to:

- 2.1 **Note** the project milestones set out in section 4.4 progress against which is dependent on Cabinet agreeing the remaining recommendations set out below.
- 2.2 **Agree** that £13m capital resources be provided over a three year period to fund the leaseholders/freeholders buybacks programme; purchase of the Woolmore St Health Centre land interest; and Tenants' Home Loss and disturbance payments to facilitate the Blackwall Reach project on the basis of commencing decanting and the main buyback programme in Autumn 2010.
- 2.3 **Agree** a revised baseline capacity of 1,600 homes of which a minimum of 35% of the accommodation by habitable room numbers will be affordable, with 45% of the social rented units to be provided as accommodation that is three bedroomed or greater and that officers work with the HCA (Housing and Communities Agency) to establish the additional level of housing which can be accommodated on the site in a sustainable fashion, subject to detailed design assessment and also review the business plan to re-assess planning obligations that can be generated from the revised housing totals.
- 2.4 **Authorise** the Corporate Director of Development and Renewal, Assistant Chief Executive (Legal Services) and Director of Resources after consultation with the Chief Executive and Lead Member Housing and Development to agree the

detailed terms of the Collaboration Agreement with the HCA and the Procurement Strategy including Phase 1A and 1B and approach to future phases.

- 2.5 **Note** progress made on community consultation with residents living on the Blackwall Reach site and delegate to the Director of Development and Renewal in consultation with the Lead Member Housing and Development authority to finalise the community charter and utilise this document to support the procurement process.
- 2.6 **Note** that the Corporate Director Children's Services will need to review education and S106 (planning obligation) supported provision originally anticipated in the Development Framework in view of the proposed lower density scheme and note that should the Council wish to pursue the development of a three form entry school additional capital resources will need to be identified.
- 2.7 **Approve** the approach set out in clause 11 to facilitate vacant possession of all land interests, subject to the decision made in 2.2 above
- 2.8 **Agree** that right to buy leaseholders/freeholders interests will continue to be acquired, to meet contractual commitments that have been made by the Council. The estimated additional cost (net of the £1.5m income from the sale of the St Matthias Site) is £570,000 which will require provision in the Capital Programme and a Revised Capital Estimate.
- 2.9 **Agree** that an additional £1.3m will need to be provided to meet 'hardship' cases which are to be limited to five in number, with criteria and process to be agreed by the Corporate Director of Development and Renewal after consultation with the Assistant Chief Executive (Legal Services).
- 2.10 **Agree** that decant status for tenants and further proactive buy back of RTB (Right to Buy) properties will continue to be suspended until Autumn 2010.
- 2.11 **Authorise** the Corporate Director of Development and Renewal after consultation with the Assistant Chief Executive (Legal Services) in consultation with the Lead Member Housing and Development authority to negotiate and agree the public sector Collaboration Agreement with the HCA (Homes and Communities Agency).

### **3. BACKGROUND**

3.1 The Blackwall Reach Regeneration Project is a key priority for the Council. The proposed scheme as described in the Council adopted Development Framework, approved in March 2008, was planned to lead to the following:

- 2,500-3,000 homes for the site
- 2 hectares of open space
- 10,000-15,000 sqm commercial space
- 1,500 sqm community & health
- 4,000 sqm education
- 1,000 sqm leisure space

3.2 The original programme indicated a start on site for the scheme in early 2009 with completion by 2016. A key recent development has been the acquisition by the Homes and Communities Agency of the private developer Ballymore's interest in the site. In addition, DCMS has now confirmed the issue of a Certificate of Immunity which will enable the eventual preferred developer to demolish the Robin Hood Gardens element of the site. Specific decisions are to be sought from Cabinet on 1 July 2009 in order to progress the project. The decision areas (which include issues for Cabinet to note) are as follows:

- Milestone Programme (Project Plan)
- Business Plan and Funding
- Planning and Residential Density Issues
- Affordable Housing Strategy
- Procurement Strategy
- Consultation and Community issues
- Education Infrastructure
- Land Assembly
- Decant Strategy
- Draft Heads of Terms for the Collaboration Agreement with the Homes and Communities Agency

### **4. PROJECT PLAN**

4.1 With the announcement on Certificate of Immunity, a number of key actions during the next twelve months will need to be taken, principally agreement/finalisation on/of the:

- The Procurement Strategy and procurement of a development partner for Phases 1A and 1B
- Business Plan modelling
- Scheme design
- Housing Needs Survey

- Resident engagement on relocation options
- Finalisation of the Community Charter
- Signage on site describing the project and timelines

- 4.2 The above work will be necessary to achieve the start of the construction phase of the development in late 2010 which is scheduled to eventually complete in Early 2018. The relatively early start of the project is due to the St Matthias Site (Phase 1A) and the former Ballymore Site (Phase 1B) both being in HCA freehold ownership, however there are some outstanding leasehold/tenancy issues to be resolved on the former Ballymore site. Phases 1A and 1B of the scheme are intended to yield approximately 100 social rented homes during the second half of 2012 which will become key for relocation purposes to achieving vacant possession of the remaining tenanted units by Early 2013.
- 4.3 These issues and a later decision on the requirement for a CPO (closer to when a developer is appointed the developer and a planning consent in place) will need to be considered and agreed by Cabinet. Intensive preparatory activity will be required in 2009/10 (ie, up to March 2010) will be required to achieve a start on site in late 2010. Key activities will
- 4.4 The remaining phases of the development – Phases 2, 3, and 4 – are all scheduled to begin in Late 2012/Early 2013. The overall programme can be illustrated as follows:

	<b>Start</b>	<b>Completion</b>
<b>Phase 1A &amp; 1B</b>	Late 2010	Mid 2014
<b>Phase 2 and School</b>	Late 2012	Early 2016
<b>Phase 3</b>	Early 2013	Mid 2016
<b>Phase 4</b>	Early 2013	Early 2018

- 4.5 Achieving these timelines will be dependent on Cabinet agreeing the recommendations set out in this report. Specifically, the development partner procurement process for the Phases 1A and 1B will need to begin in the Summer 2009 in order to begin the construction process in Late 2010.

## 5. BUSINESS PLAN AND FUNDING

- 5.1 The original project was predicated on development value on completion of the project generating a surplus for all development partners and that the affordable housing component could be funded without recourse to affordable housing grant.

- 5.2 The latest iterations of the business plans, based on c 1,600 homes with a 35% affordable housing component, an overall scheme deficit of c £40m. £13m of additional capital resources are required to purchase leasehold and freehold right to buy buybacks; acquiring the Woolmore St Health Facility land interest; and budgetary provision for home loss and disturbance for tenants. The Council has agreed terms for the re-purchase of nine properties acquired under the RTB (totalling £2.1m inclusive of Home Loss and Disturbance) on the Blackwall Reach site, which will exceed the £1.5m budget available from the St Matthias Site. This additional sum will need to be met from within the £13m identified to fund the necessary acquisitions at para 14.3. The Council is now at a point where there are insufficient capital resources to proceed with further purchases.
- 5.3 The HCA has invested £10m of its own resources in purchasing the Ballymore land interests, there is now an requirement from them that the Council is requested to identify resources from its own capital programme to resource the buyback programme. Early discussions have been held with HCA housing investment officers on possible future gap funding, but the scheme is in a relatively early stage of development to be seeking firm commitments of funding. There may be some merit in the Council seeking a Collaboration Agreement with the housing arm of the Government's Homes and Communities Agency similar to that proposed for the Ocean Estate.
- 5.4 Given that the present decant programme is currently planned to take place during 2009/12, it is likely that the capital spend and necessary resources should be spread over the same period, with the peaks in expenditure during the first and third years of the programme. On average, the capital resources required will be £4.3m per annum during 2009/12 financial years. Other sources of funding can be explored, but with the changes in housing funding arrangements (with the merging of the Housing Corporation and English Partnerships into HCA) there are few options for external funding.

## **6. PLANNING AND RESIDENTIAL DENSITY ISSUES**

- 6.1 The Blackwall Reach Development Framework (March 2008) adopted by Cabinet is the Council's Draft Interim Planning Guidance for the site. Since the adoption of the Framework, a number of issues have emerged which has required the Council and its partners revisit the residential unit numbers proposed for the site. Specifically:
- The developable area of the site will be reduced due to the prohibitive engineering costs associated with building a platform over the Blackwall Tunnel Approach Road meaning there is less area available for housing

- The Council's Local Development Framework has progressed to Options and Alternative Stage providing additional planning guidance for the Blackwall area
  - Demand for private market flats has fallen considerably since the Framework was adopted.
  - The site is now entirely under public ownership and therefore commercial development pressures have been reduced
- 6.2 Officers are confident that the baseline number of homes at 1,600 can be successfully accommodated on the site. There may be scope for this baseline to be increased through the design process whilst meeting LBTH and Mayoral planning policies but it is likely that the final number of units will be significantly less than the illustrative proposals in the Development Framework given the factors detailed above. This will need to be discussed in detail with HCA and their consultants, although it should be noted that they are content to be working with these figures for business planning purposes, but have indicated that they wish to retain the option of a scheme with higher numbers in the event of demand for market housing returning in the near future.
- 6.3 This will have a 'knock on' impact on S106 requirements which need to be fully explored as this will have an impact on the economic viability of the project.
- 6.4 A revised baseline capacity of 1,600 homes of which a minimum of 35% of the accommodation by habitable room numbers will be affordable, with 45% of the social rented units to be provided as accommodation that is three bedroomed or greater. It is also proposed that officers work with the HCA to establish the additional level of housing which can be accommodated on the site in a sustainable fashion, subject to detailed design assessment and also review the business plan to re-assess planning obligations that can be generated from the revised housing totals.

## **7. AFFORDABLE HOUSING STRATEGY**

- 7.1 The current proposals for the affordable housing on Blackwall Reach involves a substantial housing association new build development. The original proposition was for the St Matthias site to be brought forward by HCA to facilitate a quantum of the decant requirements from the estate. With the acquisition of Ballymore land, a further phase of the development is planned to be brought forward, albeit with a small component of affordable housing.
- 7.2 Resident representatives have expressed a desire to retain their 'secure tenancy' status despite the proposed switch to a housing association owned and managed housing. A report was commissioned from Ikon consultants to consider how a Local Housing Company (LHC) might 'host' secure tenancies for future tenants. The LHC report established that the company option would not achieve the

outcome sought as only a local authority landlord can issue a secure tenancy. Tenants wishing to retain secure tenancy will have to relocate to a Tower Hamlets Homes managed property located elsewhere in the immediate area or wider locality.

- 7.3 The situation has been further complicated by the Government's announcement that it wishes to see local authorities build council housing again. Guidance has just been issued by CLG on how the new initiative will work – including releasing a funding pot of £100m nationally for local authorities to bid against, although HCA has been asked to work with Councils to identify sites in local authority ownership to bring forward on a pilot basis. However, this bidding guidance anticipates half the funding will be in grant form, the balance involving prudential borrowing. It is unlikely the income stream from these new homes alone would cover such borrowing, so countervailing savings would be needed elsewhere from within the HRA to support any new Council housing. Land is expected to be provided at no cost which may prove problematic in this case as the initial development sites are both within HCA's development arm's ownership.
- 7.4 A start on site is preferred this financial year which would be difficult to achieve given the embryonic stage of our proposals and completion of all homes would need to be achieved by March 2011 which means the current planned timetable towards commencement would be impractical.
- 7.5 The terms of the Government's bid round do not present a good fit for our proposals for the regeneration of Blackwall Reach/Robin Hood Gardens. The Council is currently exploring other, smaller sites that would be suitable for the HCA initiative.

## **8. PROCUREMENT STRATEGY**

- 8.1 The procurement milestones for the key development sites are set out in Annex A. It has been agreed by Cabinet that the St Matthias Site (Phase 1A) be marketed by HCA, and any decision to include Phase 1B in the procurement process would need to be agreed by Cabinet. The decisions relating to procurement of development partners for the later phases – 2, 3 and 4 – will be decided by the Project Board, which will also require decisions on resourcing the respective processes.
- 8.2 A 'Draft Heads of Terms for Collaboration Agreement' (see section 13 below) are under negotiation with HCA. These will set out the agreement in respect of outcomes and funding between the public sector (HCA and LBTH) and the governance arrangements under which the project will be managed. It is proposed that the current Project Board/Steering Group arrangements be continued, and that the Project Procurement Strategy should be endorsed by the Project board.

## 9. CONSULTATION AND COMMUNITY ISSUES

- 9.1 A first stage of extensive community consultation preceded the adoption of the Development Framework by Cabinet in March 2008. Cabinet required that community engagement be continued on the proposals in the Development Framework, as outline design work progressed and on the re-housing strategy and decant process.
- 9.2 An estate-wide event launched the re-housing needs survey process in May 2008 and specific sessions were held with a new voluntary representative forum - the Local Voices Group (LVG) – addressing tenants’ concerns about changes in tenure and home owners’ demands for a 100% stake in a replacement home. The subsequent hiatus arising from the COI issue and the necessary suspension of decant status from Autumn ‘08 have disrupted the second consultation stage.
- 9.3 The delay has been met with periodic bulletins to the community, the opening of the project shop and specific work with residents’ delegates to develop the housing chapter of a residents’ charter. Officers are responding over a series of sessions to residents’ key concerns. The re-housing needs survey has also progressed steadily with visits to tenants and waiting list cases and this is more than 60% complete.
- 9.4 In March 2009 the Tenants’ and Residents’ Association reformed its executive committee, apparently in frustration at perceived delays. This has disrupted positive discussions on the Community Charter: officers have convened refresher meetings in May with new delegates and hope to pick up on the good progress made previously to retain continuity.
- 9.5 The main consultation and engagement activities in 2009/10 will be:
- Re-housing needs survey - completion in May ‘09 and ongoing surgeries at the project shop.
  - close working with Residents’ Regeneration Group (RRG) on the Community Charter for update to the wider Local Voices Group, including:-
    - completion of housing chapter by Summer 2009 for further consultation with the LVG
    - work on the design related chapter during Summer 2009
    - general community consultation on design in the late Summer / Autumn 2009



- bi-monthly newsletters / bulletins, dedicated drop-ins at project shop and low-level engagement activity like door-knocking, to monitor views and information needs, and surgeries at the local school;
- facilitation of a delegated residents' procurement panel, following the Ocean model, to help set the qualitative brief for the RSL/developer partner, and evaluate bids;
- periodic LVG meetings (3-4 during late Summer / Autumn) to present the Charter and ongoing design /public realm issues to a wider forum and receive updates from residents' sub-groups covering other matters like socio-economic regeneration;
- estate-wide event prior to outline planning submission - January 2010

## **10. EDUCATION INFRASTRUCTURE**

- 10.1 The expansion of Woolmore Primary School to a three form entry school is a planned outcome of the project and officers from Children's Services and Development and Renewal continue to plan on this basis. This is programmed as part of Phase 2 of the project, planned to begin in late 2012 and complete early in 2016 (see section 4.4).
- 10.2 Since the inception of this project, Children's Services have been working on the basis of expanding the existing school from one form of entry to three forms of entry (i.e. from 210 places to 630 places, plus nursery classes) and that this would be substantially funded from the s. 106 envelope. The expansion of the school was predicated on both a need to increase school provision as a result of the scheme, but also increase provision for the wider area. A reduced scheme affects both the demand for school places and the ability to fund this and Children's Services will first want to consider other additional funding before reducing the size of the enlarged school. The expanded school has always been viewed as part of Children's Services borough-wide strategy for increasing school places, not just to meet the needs associated with Blackwall itself. This needs to be clearly understood in the context of future S106 negotiations and any additional options appraisal work that may arise.

## **11. LAND ASSEMBLY**

- 11.1 The large majority of the site is now in freehold ownership by the Council and the HCA. Ballymore's interest in the site was sold to the HCA on 31 March 2009, complementing HCA's land interest in the St Matthias Site.

- 11.2 On the former Ballymore site, there are still some small parcels to be brought in, including a 42 year lease on a works yard; a squatted flat in a building adjacent to the LLiC Building; two small freehold interests in Naval Row.
- 11.3 There also remains some unregistered title in the bus turning area and Cotam Rd which requires further research and resolution. Other key land issues are:
- Local Labour in Construction (LLiC) – LBTH owned site and use to be relocated
  - TfL Tunnel Controls of Depot Area - Agreement to be reached with TfL on use of area around the mouth of the depot
  - Health Centre – temporary and permanent location to be identified
  - Mosque discussions are proceeding on the basis of moving this building from the South East corner of St Matthias site to the slightly larger site on the North East. This would be achieved through a straight swap of reversionary freehold and leases. The freehold interest in the new site being currently held by the Council and the intermediate leasehold interest by HCA. The Mosque presently holds the freehold interest in its existing site. They will through the swap hold the freehold interest for their new site and on their former site the Council will receive the freehold interest and HCA a long leasehold interest consistent with the rest of the St Matthias site.
  - Millennium Green a meeting is being arranged with the Trustees to discuss the development
  - Woolmore School – to be expanded from a one form entry to a three form entry primary school.
- 11.4 It is expected that a CPO will be required in due course when planning permission has been obtained to ensure that vacant possession of the whole site (including residential leaseholders and freeholders) is achieved by the target date to facilitate the development of the scheme.
- 11.5 The Certificate of Immunity Notice has been issued by the Secretary of State for Culture, Media and Sport (Appendix 1)

## **12. DECANT STRATEGY**

- 12.1 The following blocks comprise the residential components of the Blackwall Reach Project and are required for vacant possession by January 2013. The individual blocks have the following characteristics.

<b>Block Name</b>	<b>No of Units</b>	<b>Vacant*</b>
Anderson House	22 (16 LBTH / 6 RTB)	1
Mackrow Walk	11 (5 LBTH / 6 RTB)	1
Woolmore St	5 (1 LBTH / 4 RTB)	0
Robin Hood Gardens (W Block –Nos 1-104)	104 (88 LBTH / 16 RTB)	3
Robin Hood Gardens (E Block – Nos 105 – 214)	110 ( 100 LBTH / 10 RTB)	1
<b>Total</b>	<b>252 (210 LBTH / 42 RTB)</b>	<b>6</b>

\* Vacant either empty property or short term let

- 12.2 The blocks are also characterised by a third of the rented properties which are three and four bedroom properties whose households are also likely to suffer from overcrowding, thereby making decant requirements quite difficult.
- 12.3 In summary, the total number of residential units on the estate is 252, of which 42 homes (17%) are owned by freeholders or leaseholders originally purchased under the right to buy. Of the 252 total, 6 homes (2%) are voids.
- 12.4 To date, the Council has repurchased three homes from leaseholders/freeholders at an approximate cost of £610,000 (inclusive of Home Loss and associated fees). Formal offers have been made to a further five leaseholders on the estate which is expected to cost a further £1,460,000 (inclusive of Home Loss and associated fees). Therefore meeting existing obligations will total £2,070,000.
- 12.5 Home owner buybacks at this stage will be prioritised on a hardship basis only. To meet hardship cases it is proposed that a budget for five homes to be repurchased is set which at an average value of £225,000 would total £1,300,000. This is where the owner can demonstrate an essential need to relocate from the area. The full buy-back programme will commence in tandem with the tenants' decant programme. This will allow time for more detailed discussions with owners about their aspirations, specifically whether they require a new replacement home on Blackwall Reach which more than likely be provided by the RSL developer.
- 12.6 The total estimated cost of repurchases is expected to be £3,370,000, of which £1,500,000 will be met by the capital receipt generated from the sale of the St Matthias Site. Therefore the additional capital programme commitment to meet existing commitments and hardship cases will be £1,870,000, this will be a first call upon the £13m of additional capital resources sought within this report.
- 12.7 The total cost associated with the repurchases of land interests on Blackwall Reach is £13m as previously stated, comprising £12m for right to buy repurchases and £1m for the purchase of the Medical Centre in Woolmore St.

- 12.8 Given that the Certificate of Immunity has now been issued by the Government, the position on this strategy is to deliver vacant possession of the tenanted part of the estate needs to be considered. Concerns have already been expressed about the impact of ‘community drain’ and specifically the current absence of new housing in the locality that residents can move to as a community grouping. There are still substantive issues on design, community charter, and the wider relocation offer that need to be worked through with the community. By reinstating decant status at this moment in time, the opportunity to engage with the community on these issues will be undermined.
- 12.9 The Council remains committed to the principles and detail of the re-housing strategy set out in the March 2008 Report to Cabinet, creating options for tenants and homeowners (leaseholders and freeholders) to return to housing in the new development.
- 12.9 Interests will continue to be acquired, to meet contractual commitments that have been made by the Council. The estimated additional cost (net of the £1.5m income from the sale of the St Matthias Site) is £570,000 which will require provision in the Capital Programme and a Revised Capital Estimate. £1.3m will need to be provided to meet ‘hardship’ cases which are to be limited to five in number, with criteria and process to be agreed by the Director of Development and Renewal and the Assistant Chief Executive (Legal Services). Decant status for tenants and further proactive buy back of RTB properties will continue to be suspended until Autumn 2010. The additional £13m resources requested in recommendation 2.2 includes the sums identified above, in addition the £1.5m already programmed and committed.

**13. HEADS OF TERMS FOR THE COLLABORATION AGREEMENT WITH THE HOMES AND COMMUNITIES AGENCY**

- 13.1 In order to progress the project further, the HCA and LBTH need to formally agree roles and responsibilities in order to maximise available resources to the two organisations and ensure there is no duplication of effort. Reference is made earlier in this document to the Procurement Strategy which will also feature in the Collaboration Agreement. Other key elements of the agreement are as follows:
- 13.2 **Outline Planning Application** – LBTH and HCA to submit a joint planning application for the site based on the planning principles set out in the Development Framework. The parties will also jointly submit a detailed planning application for Sites 1A and 1B (both in the ownership of HCA).
- 13.3 **Affordable Housing Provision** – The scheme to provide a minimum of 35% affordable housing provision, with a minimum of that provision to be 80% social

rent with the remaining amount to be shared ownership. This provision is caveated by the need for the overall scheme to be commercially viable.

- 13.4 **Land Acquisitions** – Whilst the HCA and LBTH are the freehold owners of the large proportion of the site, a number of leases and occupiers exist that will require concerted action both separately and jointly to achieve eventual and timely vacant possession of the entire site.
- 13.5 **Project Board Role and Membership** – The Project Board is proposed to comprise three members each from Tower Hamlets and the Homes and Communities Agency with additional members recruited subject to agreement by both parties..
- 13.6 **Capital Funding** – The HCA will be seeking to recoup £1.7m already spent on the Development Framework from the development on a “first charge” basis. The HCA is also intending (subject to HCA Board Approval) to spend further unspecified sums on the project that will need to be clarified during the Heads of Terms negotiation process. These additional sums are proposed to be recovered on a “first charge” basis from the outputs of the Business Case. Reference is also made in the document to LBTH’s existing budget of £1.5m for RTB leasehold acquisitions and reference to a further £13m for land acquisitions. Reference is made to professional fees incurred by the Council being reimbursed when the development agreement for the Southern site is unconditional.
- 13.7 **Compulsory Purchase** - It is expected that the Council will need to utilise its compulsory purchase order powers once an outline scheme is ready for consideration to acquire any third party land interests and consequently will secure the necessary Cabinet authority in due course. HCA will pay for the inquiry costs: LBTH will pay for acquisitions north of Poplar High St and the selected developer will pay for acquisitions south of Poplar High St.

**14. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

**14. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 14.1 Recommendation 2.2 of the report seeks consideration of the way forward with regard to immediate scheme progression. This proposes £13million should be identified to facilitate the buy back of the Right to Buy; other properties on the estate; tenants' home loss and disturbance costs – to be phased over 3 years. Officers have assessed how this could be funded in the context of very limited resources, and Cabinet's previous decision to adopt a prudent approach to the allocation of future capital receipts for investment, as agreed in February 2009.
- 14.2. It is necessary to identify funding at this stage to cover this risk in order to be sure of being able to complete the Blackwall Reach scheme, based on current costings, and, it is believed, to satisfy the HCA that the Council is able to fund this obligation. However it is hoped that a partial recovery in the housing market will mean that not all the funding is required for this purpose, and at that stage can be made available to other priorities.
- 14.3 The £13m buyback programme; decant costs; and the purchase of the Woolmore Street Medical Centre could be funded as follows. This anticipates capital receipts in 2009/10 from recent asset sales. These are contracted payments, and there is relatively little risk that they will not be received, but there is a small residual risk. As reported to Cabinet at the time the capital programme for 2009/10 was set, the funding of the Local Priorities Capital Programme for 2010/11 will be largely dependent upon further asset sales.

Available Capital Receipts	£5.574m
Anticipated contracted capital receipts in 2009/10	£3.426m
Section 106 - affordable housing and associated income	£1.500m
Available capital element of Housing & Planning Delivery Grant	£0.500m
Mainstream Housing Capital Programme	£2.000m
	£13.000m

- 14.4 Should this not be agreed the Council would have to defer the decant and buyback process until a development partner has been selected, except in a limited number of cases. In this regard members will note that the current capital

estimate for buy-backs is £1.5m and this is fully committed, and resources do still need to be identified for the recommended limited scheme. It must be noted that there is no guarantee that this process will deliver any additional resources to continue the programme. Whilst a delay may improve the viability of the business plan as the market for house sales begins to improve, it could also impact on the valuation and purchase process. It is also likely to present difficulties for HCA in progressing the underwriting of the procurement process.

- 14.5 Officers' initial assessment, as outlined in paragraph 7 of the report is that the Government's recently announced initiative to release funding for the build of new council housing, matched through prudential borrowing is not deemed suitable for this scheme because of the cost to the HRA and the timescales for the bidding process
- 14.6 Paragraph 10 of the report sets out the current position with regard to the planned expansion of Woolmore School as part of the overall redevelopment, in light of current business plan projections associated both with the reduced density and economic outlook. At this stage the business plan whilst providing part of the resources to support any school expansion, this is likely to be insufficient to meet the full cost of the project. The capital needs will require further assessment as part of the overall review of the Council's capital strategy. Furthermore paragraph 11 highlights a number of other issues requiring resolution, as part of development of the scheme, which have potential financial implications. These must all be seen in the context of very limited, if any, resources available.
- 14.7 Ongoing revenue costs associated with the early development of the scheme are predominantly project staff and consultation costs and will be contained within available Development and Renewal budgets.

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

- 15.1 The Council has the power under section 111 of the Local Government Act 1972 to enter into the Collaboration Agreement with the HCA. The next step will be to procure one or more developers for the scheme. This will be done under the Public Procurement Regulations in line with European Procurement Law. All buybacks and other compensation to vacate the properties will be carried out in line with appropriate policy under the Housing Act 1980.

## **16. ONE TOWER HAMLETS CONSIDERATIONS**

- 16.1 This scheme will contribute to One Tower Hamlets objectives. The three objectives are to reduce inequalities; ensure community cohesion; and, strengthen community leadership.

- 16.2 On **reducing inequalities**, the new scheme proposed will lead to a significant increase in affordable housing on the site. Currently there are 210 social rented homes and 42 homes owned by leaseholders and freeholders. If the baseline 1,600 homes are developed, this will lead to over 500 affordable homes developed and associated socio-economic infrastructure which will help facilitate the creation of a sustainable community. The quality of the new housing, and the broader living environment, will be a significant improvement on what is currently sub-standard housing and a generally unattractive built environment. Expansion of Woolmore St School will also help improve educational attainment and consequently improve employment access for children from households on low, often benefit dependent, incomes
- 16.3 On **ensuring community cohesion**, the Council is working closely with the community to facilitate an inclusive and effective decanting process that helps preserves the 'social capital' that exists amongst the residents of Robin Hood Gardens and associated blocks. In addition to the intensive consultation process that has been undertaken to date, the recommendation in this report to delay decant status until Autumn 2010 will stop the 'community drain' impact that has characterised previous decant processes, and help create opportunities for residents to stay in the locality by taking advantage of social rent tenancies that become available from the eventual development of Phases 1A and 1B.
- 16.4 On **strengthening community leadership**, the Council continues to work closely with the Tenants and Residents Association and is also working closely (in partnership with the Homes and Communities Agency) with the local Mosque which has relocation requirements which are planned to be met on the St Matthias former school site. The Council will continue to work with the community to ensure that an effective and inclusive consultation process helps to ensure that community views are clearly understood and taken into account when key decisions are required to be made.

## 17. **SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 17.1 There are three key sustainability benefits to this project. Firstly, it is planned that all the new residential development will meet a minimum standard of Code for Sustainable Homes Level 4. Whilst the Council will seek to achieve a higher (zero carbon) standard, Level 4 is higher than that currently required by the Homes and Communities Agency for affordable housing. The Government's target for all housing to be zero carbon (CSH Level 5/6) is currently 2016, so it may be that the last phase of the development will be impacted. This will be dependent on the necessary technology and available finance to achieve.
- 17.2 Secondly, a key element of the sustainability agenda is using land in urban environments to maximum effect. This both maximises the value of the land itself



and in strategic planning terms, reduces pressure to build on Greenfield sites. There are currently 252 homes on the Blackwall Reach site. The new scheme will lead to a minimum of 1,600 homes being developed; an expanded school; and retail, health, community and leisure facilities. This scheme will also make maximum use of the available transport infrastructure (Blackwall DLR Station and the adjacent bus stops), thereby optimising the use of transport nodes to maximise housing development in line with national, regional and local planning policy.

- 17.3 Thirdly, the scheme will maintain a significant amount of greenspace, which is planned to be a significant improvement on the area currently known as Millennium Green.

## **18. RISK MANAGEMENT IMPLICATIONS**

- 18.1 The comments on risk associated with this project have been divided into three broad areas: finance; process; and community. Overall there are high risks associated with this project and set out below is the Council's approach to addressing and reducing them.
- 18.2 Since the Blackwall Reach Development Framework was considered and approved by Cabinet in March 2008, the housing market has been negatively impacted by the 'credit crunch' arising from financial turmoil in the national and international financial markets. The impacts have been characterised by a reduction in demand for market housing for sale; reduction in mortgage finance for purchasers; and reduction in private finance available for developers. This has contributed to an overall lack of confidence in the housing market which has had a considerable impact on large projects of this nature. This has required both the Council and its partner, the Homes and Communities Agency, to commit additional resources to the project than was originally envisaged.
- 18.3 **Finance** - The project business plan was originally intended to generate a surplus for landowners – originally the Council, English Partnerships (now succeeded by the Homes and Communities Agency) and Ballymore Properties (a private developer). As the text in Section 5 of this report describes, the project is now dependent on additional financial support from both the Homes and Communities Agency and the Council.
- 18.4 A significant reduction in the risk associated with this project has been the acquisition by the Homes and Communities Agency of Ballymore's interest in the Blackwall Reach site. The benefits of this intervention are twofold: firstly, it demonstrates the HCA's commitment to supporting this project. Secondly, it means that the freehold 'footprint' of the overall site is largely in freehold ownership of the public sector. Given that the HCA and the Council are the key

statutory and funding stakeholders in this project, it is clearly beneficial that they are also the key landowners as well.

- 18.5 The comments of the Chief Financial Officer in Section 14 of the report highlighted the risks associated with identification of additional Council resources required for this project. An additional risk is the necessary finance required from the Homes and Communities Agency to support the development of the affordable housing itself (in addition to the support they have given for land acquisitions and financing the Development Framework. Given the HCA is a key stakeholder in the project, it can be expected that the HCA will be supportive 'in principle' of any funding application that is submitted by a future housing development partner. However, future applications are likely to be in a financial climate where public sector funding is being curtailed.
- 18.6 A broader, strategic change in the way that HCA affordable housing resources are applied in the future is likely to emerge following the publication of the HCA's Single Conversation Guidance in May 2009. This will require local authorities (with the HCA) to develop Local Investment Plans which highlight strategic priorities for the area and plan for their investment. This is beneficial for Tower Hamlets as it has significant development capacity and has highlighted its strategic sites in the 2009/12 Housing Strategy, which includes Blackwall Reach.
- 18.7 **Process** – The Project Plan and the associated milestones is set out in Section 4 of this report. The start on site of the first phases are anticipated in late 2010 and scheduled to complete in mid 2014, with the final phase of the project scheduled to complete in early 2018. Whilst the project is medium to long term in development activity, there is significant work that continues to be undertaken in the short term to ensure that the first phases commence. The need for a defined and resourced project management structure will help ensure that this happens.
- 18.8 The Council and the HCA already has a project management structure for Blackwall Reach. Project Board meetings are held monthly, steering group meetings held fortnightly; and sub groups are convened to address specific issues relating to this project. A project risk register is regularly updated by the Steering Group. The Council and the HCA intends to continue with this structure as it is engendering good working relationships between the two organisations and contributing to positive outcomes, most recently the Certificate of Immunity and the acquisition by the HCA of Ballymore's land interest.
- 18.9 On the Certificate of Immunity issue, this has caused a delay to the project's progress, due to architectural interest in the site, which has led to the involvement of English Heritage and the Department for Culture, Media and Sport (DCMS) as described in Section 11 of this report. However, this blockage to project progress has now been removed following the issue by the Secretary of State of the Certificate of Immunity. This now allows the Council and HCA to proceed with a redevelopment, rather than refurbishment, project. There is a

small risk that this decision is the subject of an appeal and the decision is reversed.

- 18.10 A risk which requires an intensive management approach relates to squatting of empty properties. Tower Hamlets is experiencing considerable squatting problems on blocks that are either empty or in the process of being vacated elsewhere in the borough. Once the decant process is restarted (in Autumn 2010) the Council is likely to let newly vacant large accommodation to households on 'non-secure' tenancies. Smaller accommodation is likely to be empty for some time and may be vulnerable to squatting attempts. For the next year or so, this will not be an issue. However, once the number of empty properties begins to escalate, the Council will need to ensure that long term empty homes are rendered uninhabitable and that security measures are put in place to prevent casual or organised attempts at squatting. The Council has sufficient time to address this risk when it begins to arise.
- 18.11 **Community** – A third key area of risk relates to ensuring there is an effective and inclusive community consultation process underpinning the project. Sections 9, 11 and 12 of the report cover community consultation; land assembly; and decant strategy issues respectively. The finance and process risk areas identified above are in relative terms easy to manage. Risks associated with community stakeholders, ie, tenants, leaseholders, businesses, education and health stakeholders need to be carefully managed in order to ensure that the disruption associated with the relocation and development process is minimised.
- 18.12 In terms of the residential community, a key risk that the Council has identified relates to 'community drain'. This is where residents voluntarily decant from the estate (through choice based lettings) in the absence of a developed proposal that will help them remain on the site if they so wish. The proposal to suspend tenants' decants status until Autumn 2010 underpin this approach.
- 18.13 A broader risk relates to tenants aspirations to remain council (secure) tenants rather than housing association (assured) tenants. Whilst tenants will have from Autumn 2010 the opportunity to bid for council homes in the vicinity and elsewhere in the borough, it is not planned to develop new council homes on the Blackwall Reach site itself.
- 18.14 A high risk relates to leaseholders and third party owners (as well as social housing tenants) who are unwilling to move from the site for various reasons. It is likely that the Council with support from the HCA will need a Compulsory Purchase Order to ensure that vacant possession of the respective sites is eventually achieved. This risk features in the project plan.
- 18.15 In conclusion, there are a number of high risks associated with this project. However, the Council believes that these risks are clearly recognised and has

already demonstrated it is able mitigate negative impacts and ensure project progress continues to be achieved in difficult economic circumstances.

## **19. EFFICIENCY STATEMENT**

- 19.1 Facilitating the regeneration of the Blackwall Reach area will assist with efficiency improvements in the Council. The rationale for taking forward this project on efficiency grounds can be demonstrated on the following grounds.
- 19.2 The Robin Hood Gardens blocks are considered to be uneconomic to repair. In the event the housing were repaired, this would not address the generally poor and remote state of the wider environment which the proposed scheme intends to address.
- 19.3 The issue of efficiency in land use that will be achieved by this project has already been covered under the sustainable action heading, but it is worth re-emphasising the point that the use of land will be considerably enhanced in an area which is in considerable need of regeneration. It will also represent a key element in bringing forward the wider regeneration of the South Poplar area, creating better linkages with Canary Wharf and in anticipation of the Crossrail Station that will be developed.
- 19.4 In housing terms, the new housing will meet Code for Sustainable Homes Level 4. As part of delivering the CSH standard, issues such as recycling; renewable energy; and waste collection will all be effectively addressed through the new development in an integrated fashion. In addition, Council with the Homes and Communities Agency wish to explore approaches to integrated management for the whole site to ensure that services for all users are under a single umbrella organisation.
- 19.5 Given the poor state of the current housing on Blackwall Reach, it is expected that short, medium and long term savings will be made on the management and maintenance of the stock, if the housing continued to remain. Whilst the stock continues to be habitable, only major investment will ensure that the stock is both 'decent' and safe to inhabit.

**20. APPENDICES**

- 20.1 Appendix 1 – Certificate of Immunity Letter from the Secretary of State, Department for Culture, Media and Sport.
- 20.2 Appendix 2 – Blackwall Reach Site Location with Proposed Development Phases.

**Local Government Act, 1972 Section 100D (As amended)  
List of “Background Papers” used in the preparation of this report**

Brief description of “back ground papers”	Name and telephone number of holder and address where open to inspection.
Blackwall Reach Regeneration Project Business Plan Review of the Scheme Options	Aaron Cahill, Development and Renewal, LB Tower Hamlets, Anchorage House, Clove Crescent, London E14 1BY. Extension 3482

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department for  
culture, media  
and sport

Mr Robin Sager  
Housing Regeneration Project Officer  
London Borough of Tower Hamlets  
Mulberry Place (AH)  
PO Box 55739  
5 Clove Crescent  
London E14 1BY

Your Ref  
Our Ref COI 71/07 UID 164613

13<sup>th</sup> May 2009

Dear Mr Sager

**PLANNING (LISTED BUILDINGS AND CONSERVATION AREAS) ACT 1990  
BUILDINGS OF SPECIAL ARCHITECTURAL OR HISTORIC INTEREST  
ROBIN HOOD GARDENS, WOOLMORE STREET, LONDON E14**

I refer to your letter dated 30 July 2007 and your application for a Certificate of Immunity from Listing in respect of the above buildings.

The merits of the buildings have been considered and the Secretary of State has consulted with English Heritage, his statutory adviser on the historic environment. He has considered all the representations made and has concluded that the buildings are not of special architectural or historic interest and so should not be included in the list of buildings of special architectural or historic interest compiled under section 1 of the above Act. Accordingly, the Secretary of State hereby certifies that he does not intend to list Robin Hood Gardens, Woolmore Street, London E14.

Under section 6(2) of the Act, the effect of this notification is to preclude the Secretary of State from listing the buildings for a period of five years from the date of issue of this certificate and to preclude the local planning authority from serving a Building Preservation Notice on the buildings during that period.

Yours sincerely

Diane Macfarlane  
Heritage Protection Branch

Aman Dalvi  
Corporate Director  
Development & Renewal Directorate  
Corporate Director's Office  
Mulberry Place (AH)  
PO Box 55739  
London  
E14 1BY

Your Ref  
Our Ref  
  
13 May 2009



department for  
**culture, media  
and sport**

Dear Mr Dalvi

**PLANNING (LISTED BUILDINGS AND CONSERVATION AREAS) ACT 1990  
BUILDINGS OF SPECIAL ARCHITECTURAL OR HISTORIC INTEREST  
Robin Hood Gardens, Poplar, Tower Hamlets, Greater London**

I refer to the Twentieth Century Society's submission of 25 July 2009, in which the Society requested a review of the Secretary of State's decision not to list Robin Hood Gardens. I am writing as the Review Officer for this case and confirm that I had no involvement in the previous decision.

In light of the review request the Secretary of State sought further advice from English Heritage, his statutory adviser on the historic environment, on particular points raised.

English Heritage reiterated their earlier recommendation that Robin Hood Gardens does not merit listing. Copies of English Heritage's advice have already been sent to you.

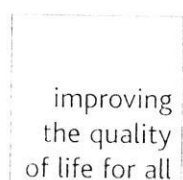
The Secretary of State has carefully considered all the evidence before him, including your own representations and English Heritage's advice, and has decided not to change the earlier decision not to list Robin Hood Gardens.

It should be noted that the Secretary of State has reviewed the decision not to list Robin Hood Gardens based on the grounds for review, and has not conducted a full reappraisal of the estate. He considers that the decision was properly made for the following reasons:

**Procedural errors**

The Twentieth Century Society has alleged that a number of procedural errors took place during the listing assessment. After careful consideration of their claims, the Secretary of State has decided that the process was correctly followed by English Heritage and the Department for Culture, Media and Sport.

The Society also argues that it was at a disadvantage when preparing representations on the listing application because it had not seen certificate of immunity (COI) application. It is not standard





procedure to release COI applications to listing applicants where two such applications run concurrently concerning the same building. The Society has had the benefit of seeing the COI application during the listing review, and has had sufficient opportunity to consider its content and to provide representations to the Secretary of State.

The role of English Heritage's Advisory Committee (EHAC) has also been questioned. EHAC provides advice as part of English Heritage's internal assessment of buildings considered for listing only. English Heritage's formal listing advice represents English Heritage's recommendation to the Secretary of State in accordance with their statutory advisory duty under the Planning (Listed Buildings and Conservation Areas) Act 1990. EHAC's advice is never submitted separately to the Secretary of State as English Heritage's advice comprises the product of their internal procedures on the formulation of such advice, including the consideration of EHAC views where relevant.

The Society suggests that English Heritage did not consult an internal colleague known to have expertise on post-war listing when compiling their listing advice. Whilst English Heritage did in fact consult this person, the Secretary of State does not consider that this is a valid ground for review. English Heritage's Heritage Protection Department possesses sufficient expertise to conduct the role and process of English Heritage as statutory advisor on listing applications, including judging when consultation of internal colleagues and external experts is required. The statutory advice given is submitted and received as the collective view of English Heritage as an organisation fulfilling its role as the statutory advisor in listing matters.

The Society argues that the listing decision took into account irrelevant views from current residents on the retention of Robin Hood Gardens. It is established in case law that the functional performance of a building and whether it worked as was intended should be considered as part of a listing assessment. The Secretary of State maintains that it was appropriate to take the overwhelming support of residents for replacement of the estate into account when considering whether Robin Hood Gardens fulfilled its brief and worked as it was intended to. This was not the only factor considered as part of this assessment.

The decision letter makes it clear that the performance of Robin Hood Gardens soon after completion was also considered. The Secretary of State notes that a quote by Margaret Hodge does refer to whether Robin Hood Gardens currently functions as intended, but considers that the decision letter, which sets out the reasons for the Secretary of State's decision, makes it clear that the evidence as to how well the buildings currently function was only taken into account to the extent that it is relevant to whether the Estate was successful as housing.

Application of the listing criteria has also been disputed. Innovation is not a mandatory criterion for listing, but paragraph 6.9 of PPG 15 states that special architectural interest may apply to buildings displaying technological innovation and therefore it is relevant to consider whether a building is innovative where claims have been made that it is.

The decision letter presented the Secretary of State's conclusions on the arguments and evidence put forward, including that the innovation demonstrated by Robin Hood Gardens was insufficient to raise the interest of the estate over the threshold for listing. The conclusion that Robin Hood Gardens may have been innovative in only limited aspects of its design was not the sole justification for the decision not to list; it was one of several factors clearly set out in the decision letter.

Reference has been made to paragraph 3.5 of PPG 15, which refers to the criteria for assessing listed building consent applications. These are criteria separate from those used to assess buildings for

listing and therefore cannot be taken into account by the Secretary of State in his decision on the review.

The Secretary of State accepts that the landscaping of a low rise post-war housing estate is relevant to a listing assessment, as explained in English Heritage's Selection Guide for Modern Housing. The Selection Guide, however, also emphasises for post-war housing: "Key considerations will be architectural interest; intactness of design; whether the design was influential; or a particularly good example of a development in housing. Standards are set high, and remember that the important factor for any post-war building is whether it fulfilled its original brief."

There was also concern that English Heritage have applied a too high a standard to the review assessment. Paragraph 6.12 of PPG 15 advises that "after 1840, because of the greatly increased number of buildings erected and the much larger numbers that have survived, progressively greater selection is necessary".

A separate principle of selection is applied to buildings under 30 years old, therefore RHG sits at the end of the age scale for buildings built between 1840 and 1978. In accordance with the principles set out in PPG 15, it is appropriate to apply a high, although not the very highest, selection threshold to Robin Hood Gardens. This is reflected in the Selection Guide which notes that "standards are set high" for post-war housing.

### **Association with the Smithsons**

The listing decision acknowledged the reputation of Alison and Peter Smithson. No new evidence has been provided to persuade the Secretary of State to depart from the view set out in the listing decision that the reputation of the Smithsons is not sufficient to warrant listing. The Secretary of State also takes the view that, irrespective of the reputation of the Smithsons, Robin Hood Gardens is not of special interest merely as a result of it being an integral part of the working and thinking of the pair, due to other relevant factors in this instance which indicate that the quality of Robin Hood Gardens does not match the quality of the Smithsons' thinking. The Secretary of State therefore does not accept that Robin Hood Gardens is of equal significance to the other listed buildings designed by them and confirms that buildings should always be individually assessed for listing based on their own architectural and historic interest rather than purely on associative terms.

The Secretary of State accepts that Alison Smithson both as a female built environment architect, and as part of a functioning husband and wife team are of some interest, but he concludes that these two factors are not sufficient to raise the level of Robin Hood Gardens such that it merits listing.

### **Innovation**

It has been argued that it is a narrow view to say that the street decks were out of date by the time Robin Hood Gardens was completed, and that instead the street decks should be considered within the context of the Smithsons' long term thinking on pedestrian circulation.

The role of Robin Hood Gardens as the manifestation of the Smithsons' thinking was acknowledged in English Heritage's listing advice and taken into account by the Secretary of State in making the decision not to list. In the context of the high standards expected for listed 1970s housing estates, the Secretary of State considers that the use of street decks at Robin Hood Gardens is not of special interest, given that the evidence for the success of the decks in this instance is mixed. Further, no evidence has been provided to suggest that in making the decision not to list the Secretary of State was wrong to conclude that street decks were not new in the wider context of 20<sup>th</sup> century housing.

Interested parties have pointed out that the design of the flats was intended to encourage residents to personalise their own spaces, which reflected developing ideas on the personalisation of social housing in the early 1970s. However, the Secretary of State notes that no new evidence has been provided to suggest that this has been a particularly innovative or influential example of this aspect of socio-architectural development.

Further opinions have been provided on the car parking arrangement at Robin Hood Gardens. The merit of the car parking at Robin Hood Gardens was, however, already considered during the listing assessment and no significantly new views or evidence have been put forward. The Secretary of State therefore remains of the view that the interest of the car parking arrangement at Robin Hood Gardens is limited.

The Secretary of State notes arguments that the dual aspect and cross ventilation at Robin Hood Gardens is rare in modern housing. However, he also notes that such features were not uncommon in early 1970s housing and therefore considers that, unless the Robin Hood Gardens example is a particularly special example of such features (which has not been submitted in any way), this is of limited interest.

The Secretary of State also notes that the relationship between landscaping and buildings at Robin Hood Gardens is the most integrated of any British post-war housing estate. However, the landscaping has been altered, which English Heritage previously considered "erodes the communal aspect of the original landscape". Although the Secretary of State agrees that the relationship between buildings and landscaping is of interest, he also considers that this interest has been limited by the alterations. Given the primary focus of listing on buildings, the Secretary of State concludes that the landscaping does not significantly enough raise the interest of Robin Hood Gardens.

The acoustics of Robin Hood Gardens were noted in English Heritage's listing advice as a factor in favour of listing, and therefore the Secretary of State considers that their recent admission that the noise reduction was "an achievement of some order" does not reflect a significant change in opinion. However it remains relevant that the elements of the estate designed to reduce noise, whilst an achievement, also remain part of the overall architectural design which is discussed further below. Further opinions have been offered during the review, but the Secretary of State considers that no significant evidence has been provided to demonstrate that the noise reduction is of more interest than previously thought.

### **Influence and critical evaluation**

The Secretary of State notes the statements by several notable architects that Robin Hood Gardens has influenced their work. Some have commented on the influence of the Smithsons' thinking and teaching. Little detail has been provided of exactly how Robin Hood Gardens has influenced architectural designs. The Secretary of State accepts that Robin Hood Gardens probably influenced the design of the Byker Estate, and that the estate has influenced the work of notable architects, who have in particular emphasised its importance as a teaching aid. However, he considers that the interest of this influence is outweighed by other factors on which evidence has been considered, such as the flaws in the design and the fact that the estate did not fulfil its brief, which have compromised Robin Hood Garden's overall architectural interest.

Interested parties have provided an alternative interpretation of the relative silence of the architectural press at the time of completion of construction, although this has been challenged by

others. Given that there is no evidence to support this alternative interpretation, the Secretary of State is not persuaded to depart from his conclusion on the listing application. The Smithsons' writing about Robin Hood Gardens has also been pointed out. However, the Secretary of State considers that it would be expected for well-published architects such as the Smithsons to write about the significance of their own buildings and so concludes that this point does not add significantly to our understanding of the actual influence of Robin Hood Gardens.

### **Architectural design**

The listing assessment had the benefit of varying opinions on the aesthetics of Robin Hood Gardens. In light of the limited substantive evidence as to the way in which the design of Robin Hood Gardens influenced later architecture, the Secretary of State is not persuaded by the new opinions provided to depart from his decision that the design of Robin Hood Gardens is bleak and unsuccessful in many ways (see below), and therefore of limited architectural interest. The Secretary of State considers that the original colour scheme can be taken into account when assessing the design of the buildings. However, now that the original colours have been lost, the scheme's contribution to both the design and aesthetic interest of Robin Hood Garden's is difficult to assess conclusively.

The Secretary of State considers that the statement of intentions adds little to the existing understanding of Robin Hood Gardens. He notes Peter Smithson's comment that the written statement of intentions "seems so banal that one wonders quite why it is worth saying", which suggests he may not have put great interpretive value on it.

### **Success as housing**

The Secretary of State accepts that Robin Hood Gardens met the specification in the brief for housing density, types and standards; noise reduction; open space; car parking; and ancillary facilities. This was known during the listing assessment. The Secretary of State notes that views differ regarding whether the brief had an implicit qualitative element. He considers that it would be contradictory to provide social housing that was not a good place to live. He also notes that the Smithsons' intended to foster a sense of community, particularly with their use of street decks, which further persuades him to conclude that the overarching aim of Robin Hood Gardens as a social housing project was to provide a decent place to live. Whether Robin Hood Gardens was a decent place to live is consequently relevant to this review.

There are conflicting views on whether Robin Hood Gardens was a decent place to live and therefore successful as a housing design. One of the factors against listing was vandalism and the Secretary of State remains of the view that vandalism was present soon after the completion of Robin Hood Gardens. He notes research from 1973 that claimed vandalism was not related to built form, but further notes that the credibility of this evidence over 30 years later has been challenged. With this in mind, he is not persuaded to depart from his view that the presence of vandalism early on in the life of Robin Hood Gardens was in part as a result of the architectural design and planning of the estate. The Secretary of State does not agree that undue emphasis has been placed on vandalism, and notes that the listing decision was clear that vandalism was one of several factors considered in the assessment of whether Robin Hood Gardens was a success as housing.

In considering the success of Robin Hood Gardens, the Secretary of State considers that the views of residents should, amongst others, be taken into account. The listing decision recognised that some early residents were content with Robin Hood Gardens thus demonstrating that a range of residents' views have been used fully considered. The Secretary of State acknowledges that English



Heritage's listing advice selectively quoted a reference to Robin Hood Gardens as 'Alcatraz', but given the references in publications to Robin Hood Gardens as a 'ghetto' and 'inhumane', the Secretary of State does not consider that he has been significantly misled in this respect.

Interested parties argue that English Heritage have misunderstood the purpose of the stairwells, although some still accept that the stairwells are a grim element of the design. This point was made by the Twentieth Century Society during the listing assessment and taken into account when the decision not to list, and so the Secretary of State does not consider it to be a ground for review.

Interested parties have argued that the Smithsons' theory on social housing was not supported by the reality of their built work. Even parties in favour of listing admit that the design of Robin Hood Gardens is flawed and that the use of street decks has been widely discredited. Others have made the suggestion that the influence of Le Corbusier on the Smithsons led them to ignore the real needs of social housing residents. In accordance with PPG 15 and the selection guide, the Secretary of State would expect high standards for listed 1970s social housing estates and in this context he considers that evidence of a flawed and unsuccessful housing design is a weighty argument against listing.

### Group value

It has been reiterated during the review that Robin Hood Gardens is one of a unique group of historic housing designs in Tower Hamlets. This relationship was noted in the listing assessment and no new evidence has been provided during the review to suggest that the group value is stronger than previously considered.

### Conclusion

Whilst new expert opinions have been submitted during the review, very little new factual information that was not previously considered during the listing assessment has been supplied. It should also be noted that the expert opinions are still strongly divergent on the merits of Robin Hood Gardens.

It is important to keep the issue of listing separate from the question of whether Robin Hood Gardens should be demolished or refurbished, as this is not relevant to whether the estate is of special architectural or historic interest. The assessment of the grounds for review has been conducted against the statutory and non-statutory selection criteria for listing 1970s housing estates.

The Secretary of State concludes that, on balance, Robin Hood Gardens as a whole was not successful housing and consequently not a particularly good example of housing design. He further concludes that, in respect of a number of individual elements, its design is flawed resulting in limited architectural quality, and he notes that his previous conclusion that the buildings and landscaping have been altered remains unchallenged. Furthermore, there is insufficient evidence to demonstrate that the listing decision underestimated the innovation of the estate.

For the above reasons, the Secretary of State considers that the negative factors outweigh the interest of the landscaping of the estate, the significance of the Smithsons and their thinking, and the influence of the estate on the work of notable architects. The Secretary of State therefore maintains that Robin Hood Gardens does not have the special architectural and historic interest required to merit listing.

The Secretary of State has accordingly decided to uphold his decision not to list Robin Hood Gardens and has issued a certificate to certify that he will not consider Robin Hood Gardens for addition to the statutory list for a period of five years. My colleague Diane Macfarlane has sent this certificate of immunity to Robin Sager within your Directorate.

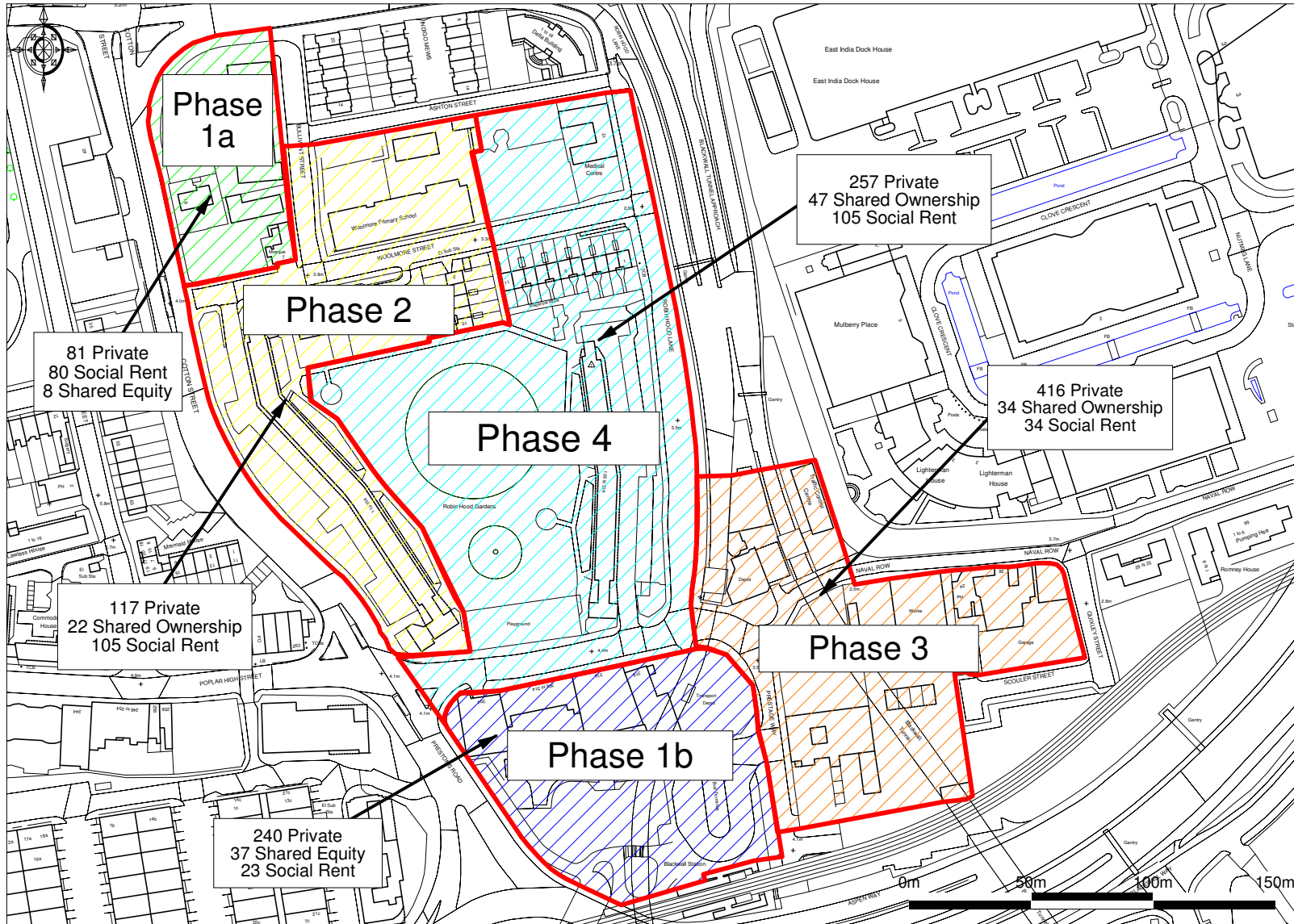
Yours sincerely



Laura Warren  
Heritage Protection Policy Adviser, Heritage Protection Branch

cc Robin Sager, Regenerations Schemes Coordinator, LBTH

# Blackwall Reach - Residential Distribution



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# Agenda Item 9.1

<b>COMMITTEE:</b> Overview and Scrutiny	<b>DATE:</b> 28 July 2009	<b>CLASSIFICATION:</b> <b>UNRESTRICTED</b>	<b>REPORT NO.</b>	<b>AGENDA ITEM NO.</b> <b>9.1</b>
<b>REPORT OF:</b> KEVAN COLLINS INTERIM CHIEF EXECUTIVE <b>ORIGINATING OFFICER(S):</b> RUTH DOWDEN CORPORATE COMPLAINTS MANAGER		<b>TITLE:</b>  CORPORATE COMPLAINTS AND SOCIAL CARE COMPLAINTS ANNUAL REPORT  Wards Affected: ALL		

## 1. Summary

- 1.1 This report contains a summary of complaints received by the Council in the period 1 April 2008 to 31 March 2009 through the Corporate Complaints Procedure, Children's Social Care and Adults Social Care Complaints Procedures and those received and determined by the Local Government Ombudsman in the same period. This report fulfils the statutory requirements under the Children Act 1989 to produce an annual report.
- 1.2 Under the Corporate Complaints procedure there are significant improvements in stage 1 response times and stage 2 complaints demonstrate lower escalation rates. This is a very positive outcome, indicating that complaints are being resolved closer to the point of service delivery and to the satisfaction of the customer.
- 1.3 Adults and Children's Social Care Complaints come under statutory procedures, revised in 2006. The Council has achieved significant improvements in response times to Social Care complaints.
- 1.4 The Local Government Ombudsman has commented positively in the Annual Letter to the Council regarding the Council's response times, willingness to take action to settle complaints, reduction in volumes of complaints and positive liaison with the Ombudsman's office.
- 1.5 The Service is part of Customer Access, amongst the first Local Authority to achieve the Customer Service Excellent Award.

## 2. Recommendations

- 2.1 Note the content of the report.
- 2.2 Comment on how the issues arising from the report could inform the Overview and Scrutiny work programme.
- 2.3 With reference to section 2.5, consider how this analysis could help develop the problem-solving community leadership role of councillors (with reference also to Agenda item 10.1)

### **Local Government Act 2000 (Section 97)**

### **List of Background papers used in the preparation of this report.**

### **3. Comments of the Chief Financial Officer**

- 3.1 This report recommends that the Overview and Scrutiny Committee notes the contents of the annual review of the complaints procedure report, a statutory requirement under the Children Act 1989.
- 3.2 There are no significant financial implications arising from the recommendations in this report that impact on the Children's Services and Adult's Health and Wellbeing Services Revenue or Capital Budgets, or other directorate budgets, in current and future years.
- 3.3 Corporate Complaints procedures and quality checks are designed to minimise the cost of making good and compensation, but where this is necessary, payment is contained within the Directorate budget.

### **4 Concurrent report of the Assistant Chief Executive (Legal Services)**

- 4.1 Local authorities are required by an Order made under Section 7B Local Authority Social Services Act 1970 to establish a complaints procedure relating to their Social Services functions.
- 4.2 Complaints which relate to the exercise of a local authority's exercise of its child care functions are required to be considered under a procedure established by Section 26(3) Children Act 1989. An annual report on the operation of that procedure is required under the Representations Procedure (Children) Regulations 1991.
- 4.3 Advice is tendered as required on any potential service breach of statutory or other responsibilities and local settlement advocated to avert other legal action. This has been successful to date.

### **5. One Tower Hamlets.**

- 5.1 The Annual Report provides a breakdown of the ethnicity of complainants and other aspects such as gender, age, faith, sexuality and disability are considered against each individual complaint and data collated. Corporate Complaint Procedures have been subject to Equalities Impact Assessments and action to increase the collection of equalities monitoring data, for comparison against borough profiles, has been successful. The Social Care complaints procedure is an important mechanism to ensure that vulnerable members of the community being assisted by the Council are able to voice their concerns.
- 5.2 There is a Social Care complaints leaflet available in five community languages and all complaints literature is widely distributed throughout the borough and within the local voluntary sector agencies. There is also a leaflet for children and young people. This publicity ensures that all members of the community are made aware of the procedures.

- 5.3 Children's Services also ensure that complainants are offered the opportunity of an interpretation service to assist them in making their complaint. Young people are always offered the opportunity of an advocate in line with the Children Act 1989.
- 5.4 The Social Care and Corporate complaints procedures provide an important mechanism for vulnerable service users to give feedback on services. Continuing publicity will ensure that all residents and service users will have better awareness of their right to voice any concerns.

## 6 **Sustainable action for a greener environment**

- 6.1 There are no specific implications.

## 7. **Risk management implications.**

- 7.1 The Complaints Team looks at means of redress where complaints are upheld. This successfully reduces the risk of Ombudsman Enquiries findings of maladministration, and compensation claims.

# Complaints Annual Report

## Contents

- Section 1 Introduction
- Section 2 Corporate Complaints
- Section 3 Adults Social Care Complaints
- Section 4 Children's Social Care Complaints
- Section 5 Ombudsman Complaints
- Section 6 Risk Assessment
- Section 7 Improvement Initiatives

## 1 INTRODUCTION

- 1.1 This report addresses the volume of complaints received by the Council in the period 1 April 2008 to 31 March 2009, the outcomes and the standard of performance in dealing with them.
- 1.2 The Corporate Complaints Team work within the Customer Access division. The team comprises six members of staff, who register complaints under all stages of the Council's Corporate Complaints Procedure (see section 2), the statutory Adults and Children's Social Care Complaints Procedures (see sections 3 & 4), and those investigated by the Local Government Ombudsman (see section 5). The officers monitor complaint progression and provide management information on performance.
- 1.3 Officers also investigate stage 2 Adults Social Care complaints and Children's Social Care complaints, and stage 3 corporate complaints on behalf of the Chief Executive.
- 1.4 Most successful organisations encourage service users to complain, and as such a high volume of complaints is often an indication of a healthy relationship with service users. However, complaints should be resolved at the lowest possible point and the escalation of complaints can indicate difficulties in addressing matters at the service level.

The Complaints Team's role is to:-

- receive complaints, enquiries and representations from service users and carers across all Council services including Adults' and Children's Social Care;
- support front line services by advising on statutory duties, internal policies and procedures;
- offer training and support to staff in resolving complaints;
- undertake Stage 2 and 3 complaint investigations as appropriate;
- organise and facilitate Independent Review Panels;
- liaise with the Local Government Ombudsman, handling all such complaint enquiries;
- provide reports to Team Managers and the Directorate Management Teams on a regular basis regarding the trends and progress of complaints;
- facilitate advocacy and support to complainants, and;
- ensure effective access for all service users to the statutory and non-statutory processes.

## 1.5 THE CORPORATE COMPLAINTS PROCEDURE

- 1.5.1 The Corporate Complaints Procedure is a three stage process, accepting issues from anyone who wants or receives a service from the Council, except where the matter is covered by another channel of redress, such as a legal or appeal process (e.g. benefits, parking penalty charges, leasehold matters), or where a statutory procedure exists.

At stages 1 & 2, the matter is addressed by the relevant service managers, and the final stage is an independent investigation by the complaints team on behalf of the Chief Executive.

## **1.6 THE ADULTS AND CHILDREN'S SOCIAL CARE PROCEDURES**

- 1.6.1 There is a legal requirement under the NHS and Community Care Act 1990 and the Children Act 1989 for Local Authorities to have a system for receiving representations and complaints by, or on behalf of, people who use social care services, or their carers.
- 1.6.2 The revised statutory complaints procedures for Adults' and Children's Social Care came into force in September 2006. Although not in place during the period this report covers, further significant changes came into place for Adults Social Care Complaints on 1 April 2009 and the new procedure can be found on the Council's website.
- 1.6.3 The Council places a strong emphasis on the informal resolution of complaints and in assisting Social Care Teams in effectively managing and resolving complaints.
- 1.6.4 The main purpose of the complaints procedures are to ensure the voices and experiences of young people, vulnerable adults and their representatives are heard and to highlight where things have gone wrong in the system and help to ensure that the organisation learns from feedback from complaints.
- 1.6.5 Both the Adults and Children's Complaints Procedure (until 1 April 2009) have three stages.

### **Stage 1 Complaints – Initial**

Team Managers are required to provide a written response to complaints within 10 working days. There is a possible extension to 20 working days to allow for a local resolution and where complaints are complex.

### **Stage 2 Complaints – Formal**

Investigations should be completed within 25 working days. However this can be extended to 65 working days in negotiation with the complainant due to the complexity of complaints.

An Independent Person is appointed to oversee formal complaints at Stage 2 relating to children and young people. This is a legislative requirement under the Children Act (1989) and ensures that there is an impartial element.

The report is passed to the Head of Service and an internal adjudication meeting is held before the report and outcomes are shared with the service user.

### **Stage 3 Complaints – Independent Review Panel.**

An Independent Review Panel can review the case in the presence of the complainant and Service Head, and where appropriate make recommendations to the relevant Director.

## **1.7 THE LOCAL GOVERNMENT OMBUDSMAN**

- 1.7.1 The Local Government Ombudsman is an independent watchdog and considers complaints (usually) after the complainant has exhausted the internal complaints procedure and covers Education and Social Services matters.

## 1.8 ENQUIRIES, COMMENTS AND COMPLIMENTS

1.8.1 In order to capture fully the team's contact with the public, all telephone and written enquiries are also recorded on the complaints component of the Council's Customer Relationship Management (CRM) database.

## 2 CORPORATE COMPLAINT STATISTICS AND ANALYSIS 2008 TO 2009

### 2.1 VOLUME OF COMPLAINTS

VOLUME OF COMPLAINTS				
	2007 / 2008	2008 / 2009	Variance	
Stage 1	2152 83.7%	2333 83.4%	181	7.8%
Stage 2	333 12.9%	344 12.3%	11	3.2%
Stage 3	87 3.4%	120 4.3%	33	28%
<b>Total</b>	<b>2572</b> 100.0%	<b>2797</b> 100.0%	<b>225</b>	<b>8%</b>

Figure 2.1

2.1.2 Figure 2.1 shows that the total number of complaints received by the Council in the year is slightly higher than in the previous year, but the proportion escalated to stage 2 has reduced, indicating that resolution of stage one was prompt and comprehensive.

2.1.3 However, the number of people taking the complaint further to stage 3 rose, with 120 stage 3 complaints in 2008/09, returning to a similar level as recorded in 2006/07 (116).

ESCLATION OF COMPLAINTS					
	Stage 1	Stage 2	Stage 3	Escalated to Stage 2	Escalated to Stage 3
2007/ 2008	2152	333	87	15.47%	4.04%
2008/ 2009	2333	344	120	14.74%	5.14%

Figure 2.2

2.1.4 In total, of the complaints recorded at stage 1, just under 15% progressed to stage 2, and 5% proceeded to stage 3, (Figure 2.2), indicating a lower overall progression rate than last year for each stage.



2.1.5 Figure 2.3 (below) demonstrates the seasonal trends and peaks in the reporting of complaints.

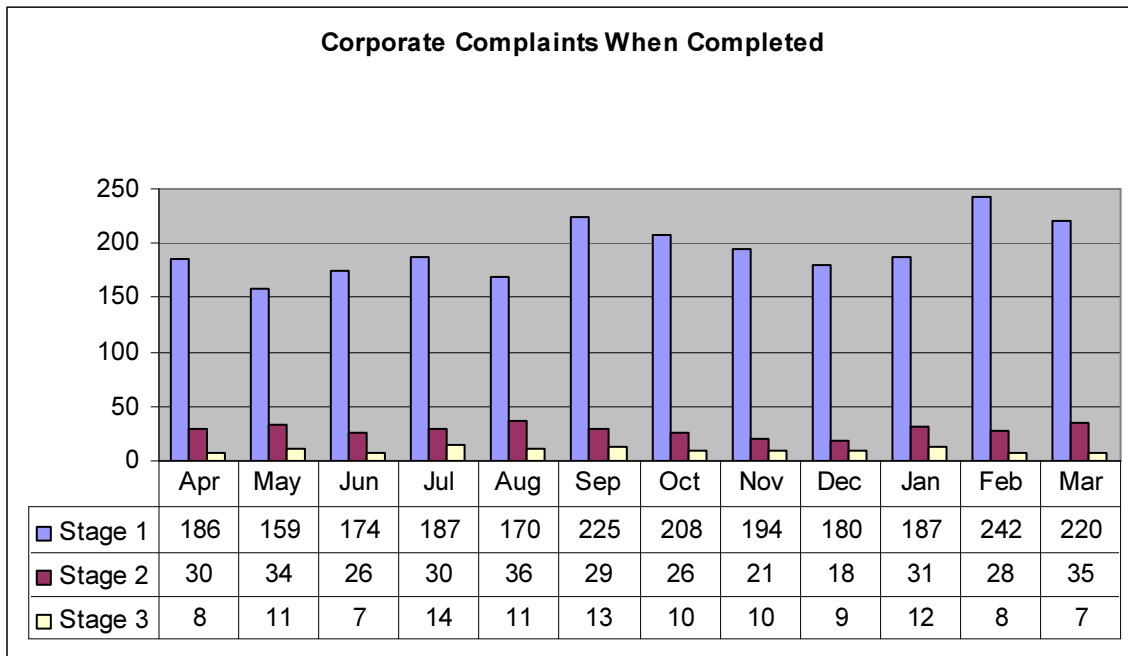


Figure 2.3

2.1.6 There is no obvious reason for the peaks which occur at different times year on year. Nevertheless any increases for individual services are discussed with the relevant managers and monitored.

2.1.7 The use of a weekly list of complaints due and outstanding, distributed to the Corporate Management Team, and monthly directorate performance figures, have effectively driven up response times. (see 2.2.3)

2.1.8 The Corporate Management Team and Directorate Management Teams review reports on complaints each quarter in order to focus on areas of concern, both in terms of performance and service quality. In addition, The Corporate Complaints Manager is commencing quarterly review meetings with Directors to facilitate directorate level learning from Complaints.

## 2.2 CORPORATE COMPLAINTS BY DIRECTORATE.

### Corporate Complaints 1 April 2008 to 31 March 2009

Directorate	2007 / 2008	Change	2008 / 2009	Upheld	Partially Upheld	Escalated to Next Stage	Not Upheld	Withdrawn or Closed	Completed in Time	Average Days to Complete						
<b>Stage 1</b>																
Adult Health and Wellbeing	49	22	45%	14	20%	8	11%	2	2.8%	46	65%	1	1%	58	82%	9
Chief Executive's	179			3	9%	9	26%	1	2.9%	18	53%	3	9%	25	74%	8
Resources	0			32	11%	118	40%	1	0.3%	135	46%	6	2%	280	96%	5
(Chief Executive's + Resources)	179	147	82%	35	11%	127	39%	2	0.6%	153	47%	9	3%	305	94%	5
Children's Services	29	0	0%	9	31%	1	3%	2	6.9%	14	48%	3	10%	23	79%	10
Communities Localities & Culture	722	97	13%	322	39%	102	12%	4	0.5%	365	45%	26	3%	691	84%	8
Development & Renewal	54	-10	-19%	7	16%	13	30%	2	4.5%	17	39%	5	11%	26	59%	12
Tower Hamlets Homes	1119	-75	-7%	510	49%	1	0%	5	0.5%	507	49%	21	2%	800	77%	9
<b>Total for Stage 1</b>	<b>2152</b>	<b>507</b>	<b>24%</b>	<b>932</b>	<b>35%</b>	<b>379</b>	<b>14%</b>	<b>19</b>	<b>0.7%</b>	<b>1255</b>	<b>47%</b>	<b>74</b>	<b>3%</b>	<b>2208</b>	<b>83%</b>	<b>8</b>
<b>Stage 2</b>																
Adult Health and Wellbeing	15	0	0%	1	7%	3	20%	0	0.0%	10	67%	1	7%	7	47%	22
Chief Executive's	20			0	0%	6	55%	0	0.0%	4	36%	1	9%	9	82%	9
Resources	0			3	13%	4	17%	0	0.0%	17	71%	0	0%	20	83%	15
(Chief Executive's + Resources)	20	15	75%	3	9%	10	29%	0	0.0%	21	60%	1	3%	29	83%	5
Children's Services	11	1	9%	5	42%	3	25%	0	0.0%	3	25%	1	8%	7	58%	24
Communities Localities & Culture	85	26	31%	19	17%	15	14%	1	0.9%	74	67%	2	2%	86	77%	17
Development & Renewal	11	9	82%	1	5%	2	10%	1	5.0%	13	65%	3	15%	14	70%	16
Tower Hamlets Homes	191	-40	-21%	58	38%	0	0%	3	2.0%	87	58%	3	2%	115	76%	16
<b>Total for Stage 2</b>	<b>333</b>	<b>46</b>	<b>14%</b>	<b>90</b>	<b>24%</b>	<b>43</b>	<b>11%</b>	<b>5</b>	<b>1.3%</b>	<b>229</b>	<b>60%</b>	<b>12</b>	<b>3%</b>	<b>287</b>	<b>76%</b>	<b>8</b>
<b>Stage 3</b>																
Adult Health and Wellbeing		11	-	1	9%	5	45%			5	45%	0	0%	7	64%	21
Chief Executive's	9			3	25%	3	25%			5	42%	1	8%	8	67%	23
Resources	0			1	10%	2	20%			7	70%	0	0%	6	60%	20
(Chief Executive's + Resources)	9	13	144%	4	18%	5	23%			12	55%	1	5%	14	64%	5
Children's Services	3	0	0%	1	33%	0	0%			2	67%	0	0%	1	33%	26
Communities Localities & Culture	13	18	138%	6	19%	4	13%			21	68%	0	0%	24	77%	17
Development & Renewal	4	4	100%	0	0%	3	38%			5	63%	0	0%	6	75%	18
Tower Hamlets Homes	58	-13	-22%	10	22%	7	16%			28	62%	0	0%	32	71%	20
<b>Figure 2.4 Total for Stage 3</b>	<b>87</b>	<b>55</b>	<b>63%</b>	<b>26</b>	<b>18%</b>	<b>29</b>	<b>20%</b>			<b>85</b>	<b>60%</b>	<b>2</b>	<b>1%</b>	<b>98</b>	<b>70%</b>	<b>8</b>

- 2.2.1 Figure 2.4 provides an overview of the complaints by directorate at each stage.
- 2.2.2 Given the creation of the Resources Directorate, comprising mostly of services previously in Chief Executives, the annual figures for the two directorates should be viewed together. Breakdowns below by service area (shown at section 2 3) will give a more detailed picture for the services concerned.
- 2.2.3 The cumulative annual figures for the percentage of complaints competed on time has risen significantly at stage 1, in comparison with last year.

In the process of achieving this overall progress with stage 1 complaints, there was some slippage with Stages 2 and 3. Having got the Stage 1 performance to a consistently high standard, a more concerted focus was placed on stage 2 and 3. The figures for the last quarter of 2008/09 indicate that all stages are now averaging above 80% competed in time.

	2007/08	2008/09	(final quarter 2008/09)
Stage1	63%	83%	88%
Stage 2	79%	76%	87%
Stage 3	73%	70%	81%

Figure 2.5

- 2.2.4 As stated earlier, most Social Care complaints come under their statutory procedure and are detailed in section 3. Most Education complaints also fall under a separate procedure at Stages 1 and 2, with the final stage coming under the Corporate Complaints Procedure, at stage 3.

### 2.3 Corporate Complaints by Service Area

- 2.3.1 The charts that follow provide a breakdown of the corporate complaints in each directorate by service area. For any service that moved into a new directorate structure, the year on year comparison is shown in the directorate current at 31 March 2009.

# Adults Health and Wellbeing

Stage 1 Adult's Health and Wellbeing by Service Issue

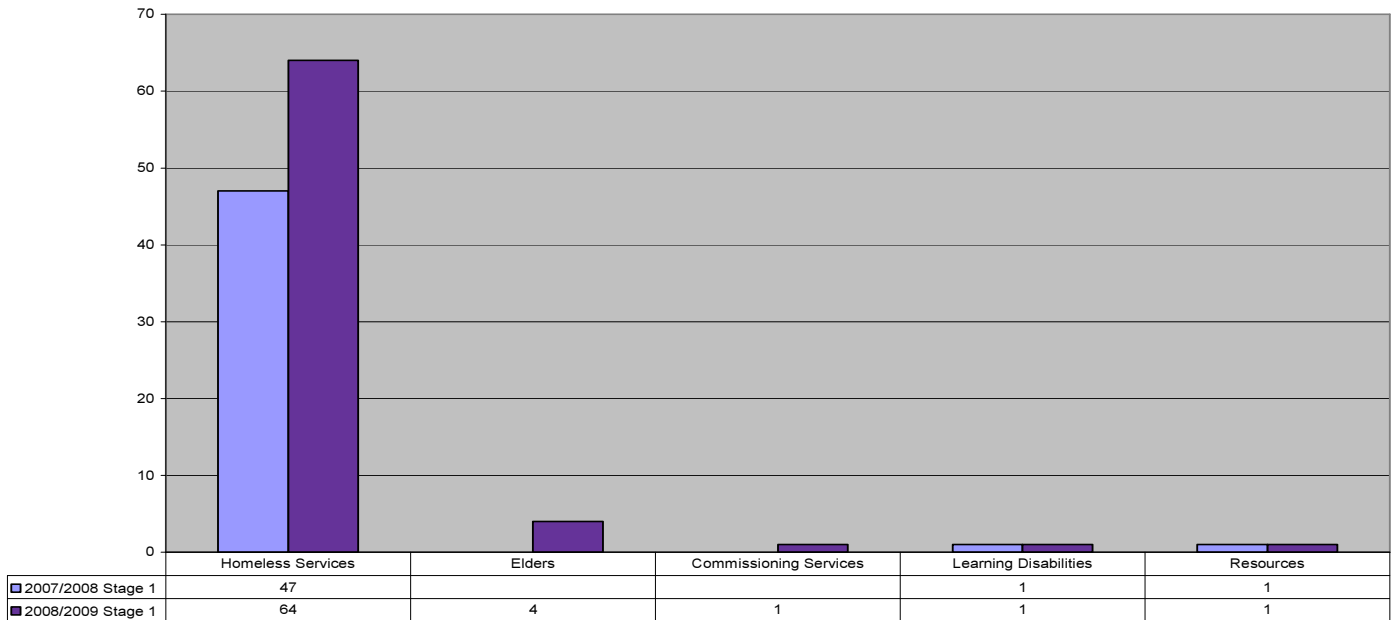


Figure 2.6

2.3.2 Corporate Complaints against both Adults Health and Wellbeing and Children's Services (Figures 7 & 8) are few in number and relate to non-statutory processes. Homeless & Housing Advice Services introduced a new Housing Options & Support Team in late 07/08 that only became fully operational in 08/09. This team deals with single, non-statutory homeless households. This was a completely new client group for us. The service saw 1169 more new customers in 2008/9 than in 2007/8.

In addition, the service's "Great to Excellent" programme of service improvements included awareness campaigns on "Complaints, Comments & Compliments" may have also contributed to the increased number of representations through the complaints procedure.

## Chief Executive's

Stage 1 Chief Executive's by Service Issue

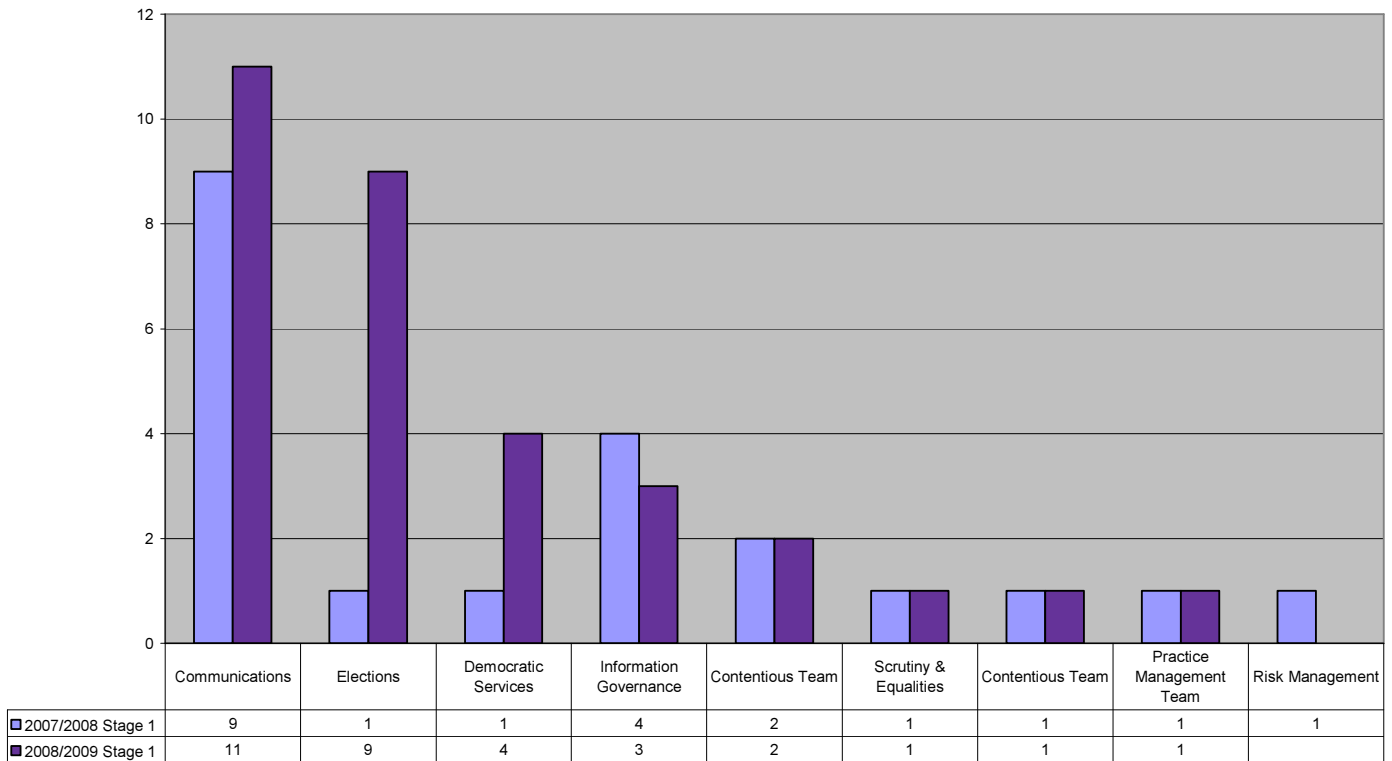


Figure 2.7

2.3.3 Although the volume of complaints is low in all sections, the most significant increase is for elections, and was affected by the occurrence of an election within the year reported.

## Children's Services

2.3.4 Children's Services Complaints are also low in number, see figure 2.8 overleaf.

Stage 1 Children's Services by Service Issue

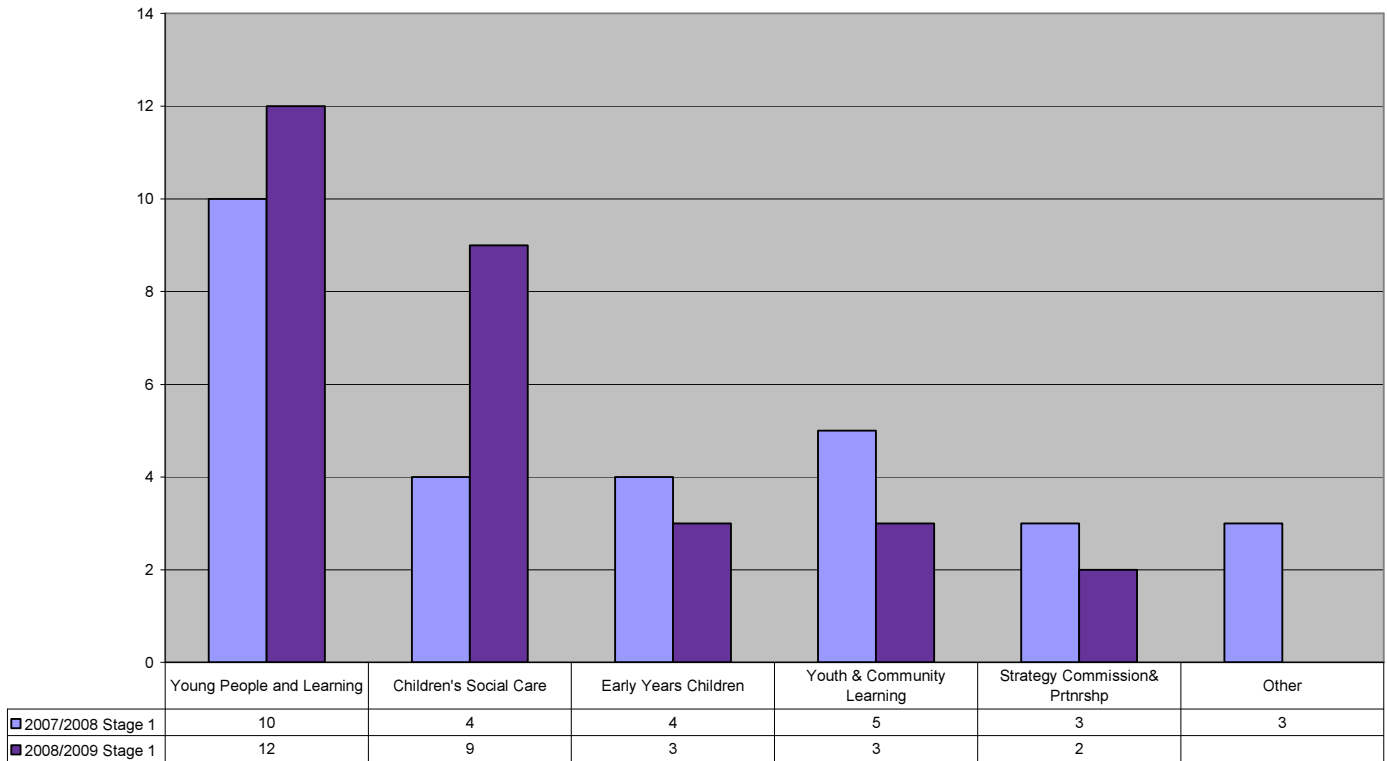
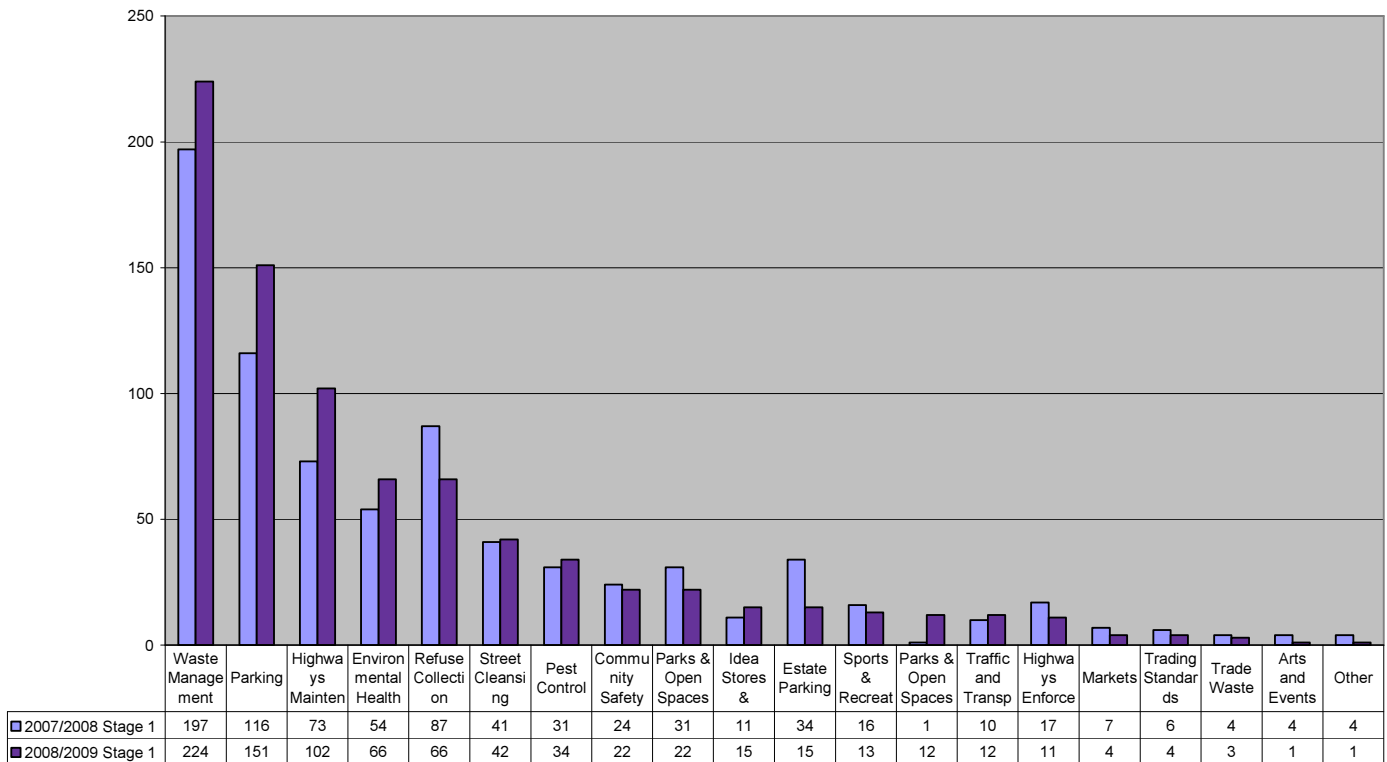


Figure 2.8 above and Figure 2.9 below

Stage 1 Communities Localities & Culture by Service Issue



2.3.5 Complaints in Communities Localities and Culture (Figure 2.9) are spread across a range of services. The volume of complaints regarding refuse collection and recycling (waste management) rose following the change of contractor in January 2007 and still remain a significant number for the directorate.

## Development and Renewal

Stage 1 Development & Renewal by Service Issue

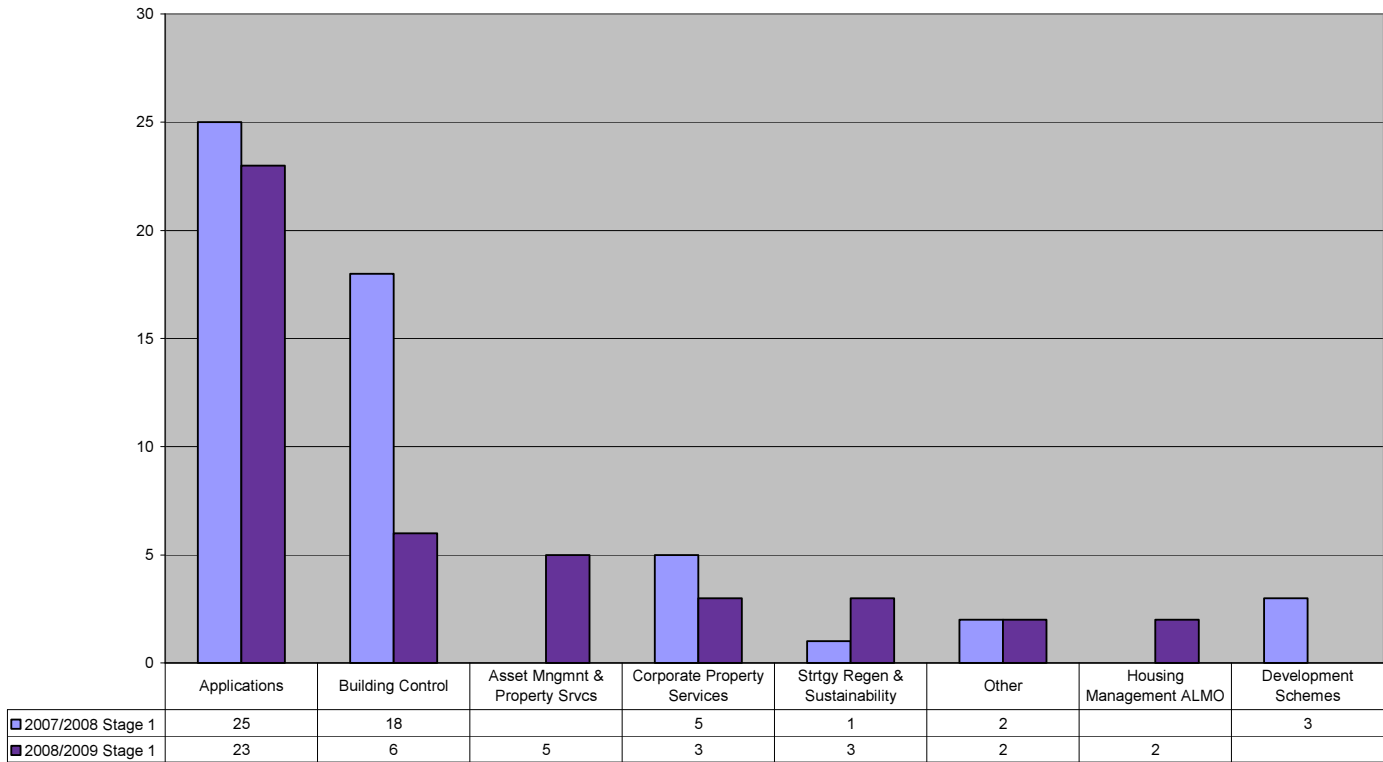


Figure 2.10

2.3.6 Development and Renewal Complaints relate mostly to planning applications and Building Control, with both services experiencing a reduction in numbers in 2008/09.

## Resources

2.3.7 In the Resources directorate, services with a high rate of direct customer contact have the highest volume of complaints. Council Tax is higher than others but, when considered against the volume of transactions across all households, this volume is not unduly high. Over the last year the number of visitors to our One Stop Shops has risen from 14,699 in April 08 to 21,736 in March 09. While part of this increase is due to the introduction of Parking Services into the One Stop Shops, if parking transactions are excluded there is still an 11% increase from 14,699 to 16,367.

In order to reduce the consequent length in queues a number of actions have been put in place including increasing staff numbers and counter spaces. In addition, new Customer Services Attendants "meet and greet" customers, giving out forms, recycling bags and general advice with the aim of keeping those customers with only short enquires out of the queue. These staff

will be in post by the end of April 09. Under the Council's Channel Strategy (which THH is party to) processes currently being undertaken by the One Stop Shop could be provided via the telephone, are being reviewed.

Stage 1 Resources by Service Issue

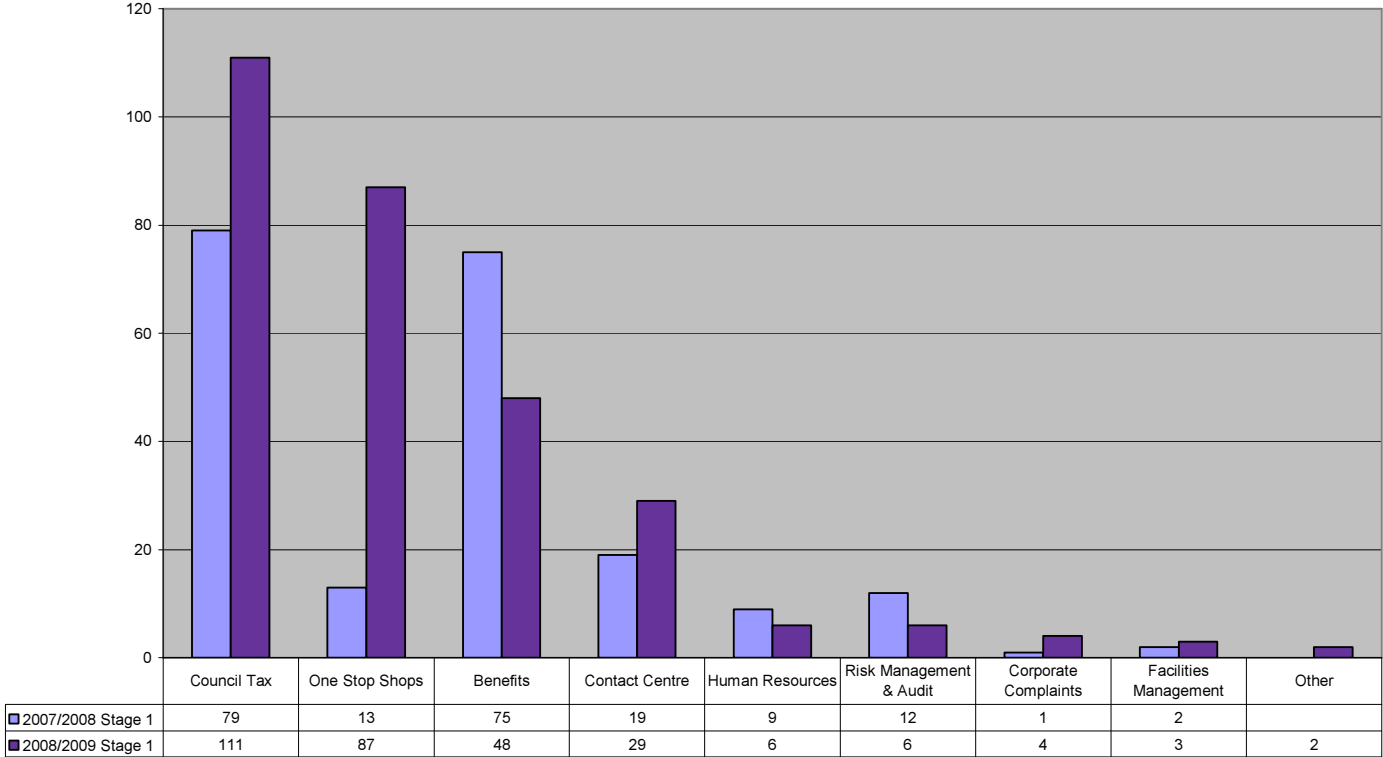


Figure 2.11



## Tower Hamlets Homes

Stage 1 Tower Hamlets Homes by Service Issue

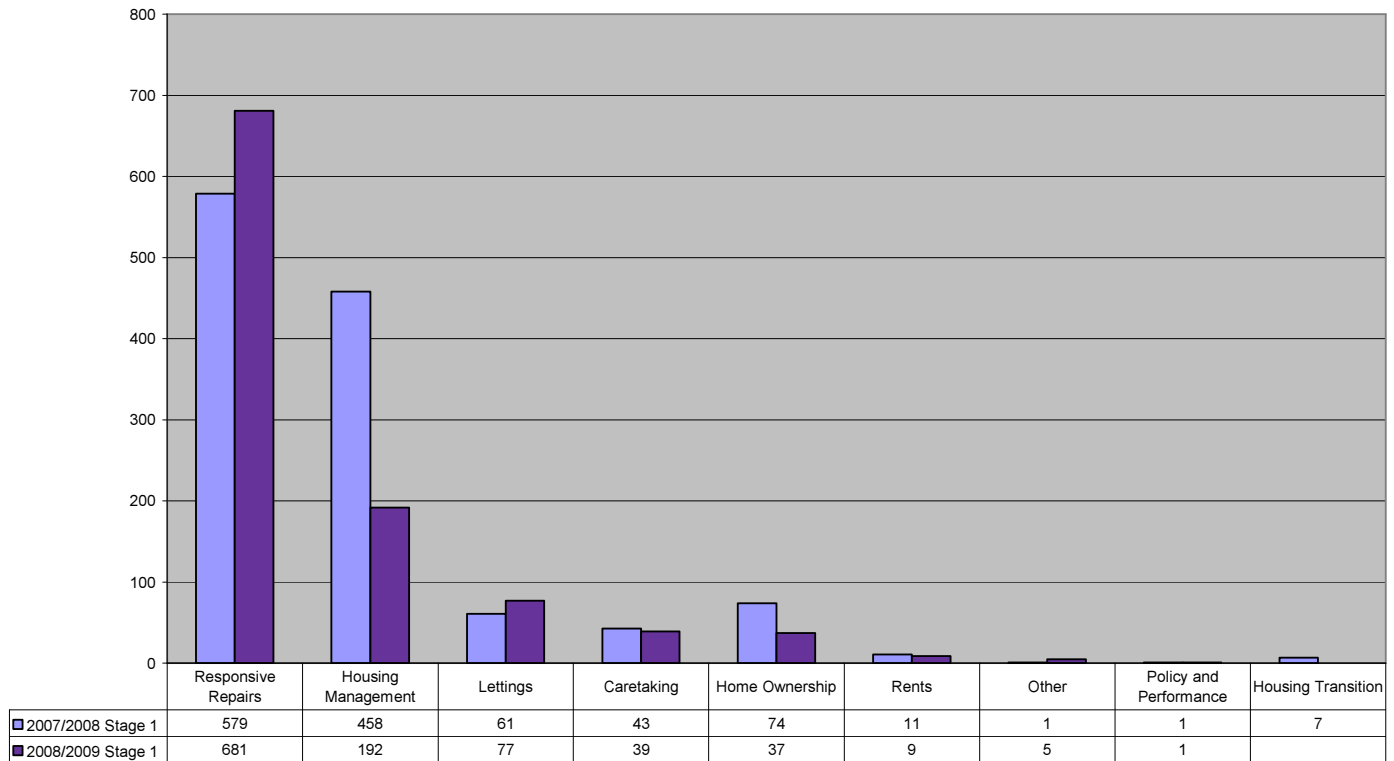


Figure 2.12

2.3.8 Housing related complaints fall into a number of areas, with repair issues comprising the highest volume (Figure 6). These issues are reviewed under contract monitoring. Technical Services have raised more jobs in 2008/09 than in 2007/09. This in part explains the rise in complaints under responsive repairs. In addition more complaints may be captured since their Complaints team have received complaints and follow-up enquiries on job direct.

## 2.4 STAGE 3 COMPLAINTS

COMPARISON OF STAGE 3 COMPLAINTS							
	Total	Upheld	Partially Upheld	Not Upheld	Withdrawn, Referred on or Closed	Completed in Time	Average Days to Complete
2006 / 2007	116	28 24.10%	23 19.80%	61 52.60%	4 3.40%	87 75.00%	19
2007/2008	87	16 18.4%	26 29.9%	44 50.6%	1 1.1%	64 73.6%	16
2008/2009	120	22 18.3%	24 20.0%	73 60.8%	1 0.8%	84 70.0%	20

Figure 2.13

- 2.4.1 The average days taken to complete stage 3 investigations is equal to the corporate target of 20 days (Figure2.13). However with only 70% completed in time this needs to improve. Case management is closely monitored.
- 2.4.2 Although the escalation rate of complaints remains fairly constant year on year, and the percentage of complaints not upheld at stage 3 in 2009 rose to 60%, every effort must be made to ensure that complaints are resolved at an early stage, as 46 complaints still had some element upheld. Compensation paid at stage 3 over the past three years is shown in Figure2.14 below.

	Number of stage 3 cases warranting compensation	Total value of Compensation
2006/07	20	£4,260
2007/08	9	£1,374
2008/09	14	£3390

Figure2.14

**Summary of Key Issues in Stage 3 Complaints Upheld.**

- 2.4.3 Homeless Services delayed in conducting an assessment and providing temporary accommodation for a pregnant woman who was staying with friends. The home visit policy has been reviewed.
- 2.4.4 A disabled resident had difficulties in consistently obtaining large print correspondence from some Council services. The Council is reviewing the possibility of a system to flag up individual communication needs.
- 2.4.5 In two instances documents previously refused under the Freedom of Information Act 2000 were later provided.
- 2.4.6 It was identified that the procedure for verifying car-free developments when issuing Parking Permits required further improvement to avoid permits being issued in error.
- 2.4.7 Policy for granting Licenses for community activities in local parks has been reviewed to accommodate individual traders following a complaint from a fitness trainer.
- 2.4.8 Recycling Issues and locations of bins, placing of signs in communal areas of Housing blocks, and delays in completing repairs caused delay and inconvenience to residents and have been dealt with on an individual basis.
- 2.4.9 A new procedure was introduced to track recorded and special delivery post after receipt in the post room was introduced to ensure safe delivery to the relevant officer after the loss of two documents.
- 2.4.10 In two cases relatively low level antisocial behaviour should have been managed better.
- 2.4.11 All stage 3 complaints are followed up to ensure that corrective action is taken.

## 2.5 COMPLAINTS SERVICE USER PROFILES

2.5.1 The service can be accessed by phone, minicom, fax, post, email, web-form and in person. A breakdown of access points is provided in Figure2.7 below.

BREAKDOWN OF HOW COMPLAINTS RECEIVED								
How Received	2007 / 2008				2008 / 2009			
	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
Email	551 25.6%	86 25.8%	28 32.2%	<b>665</b> 25.9%	529 22.7%	118 34.3%	45 37.5%	<b>692</b> 24.7%
Web Form	329 15.3%	14 4.2%	0 0.0%	<b>343</b> 13.3%	362 15.5%	13 3.8%	3 2.5%	<b>378</b> 13.5%
Complaint Form or Letter	491 22.8%	151 45.3%	54 62.1%	<b>696</b> 27.1%	464 19.9%	114 33.1%	64 53.3%	<b>642</b> 23.0%
Fax	13 0.6%	5 1.5%	0 0.0%	<b>18</b> 0.7%	11 0.5%	5 1.5%	1 0.8%	<b>17</b> 0.6%
Telephone	754 35.0%	75 22.5%	4 4.6%	<b>833</b> 32.4%	952 40.8%	90 26.2%	7 5.8%	<b>1049</b> 37.5%
In Person	14 0.7%	2 0.6%	1 1.1%	<b>17</b> 0.7%	15 0.6%	4 1.2%	0 0.0%	<b>19</b> 0.7%
<b>Total</b>	2152	333	87	<b>2572</b>	2333	344	120	<b>2797</b>

Figure2.15

2.5.3 Web form and email retain a significant proportion of the access routes at 39%. The use of the phone (37%) and post (23%) are also still significant access routes.

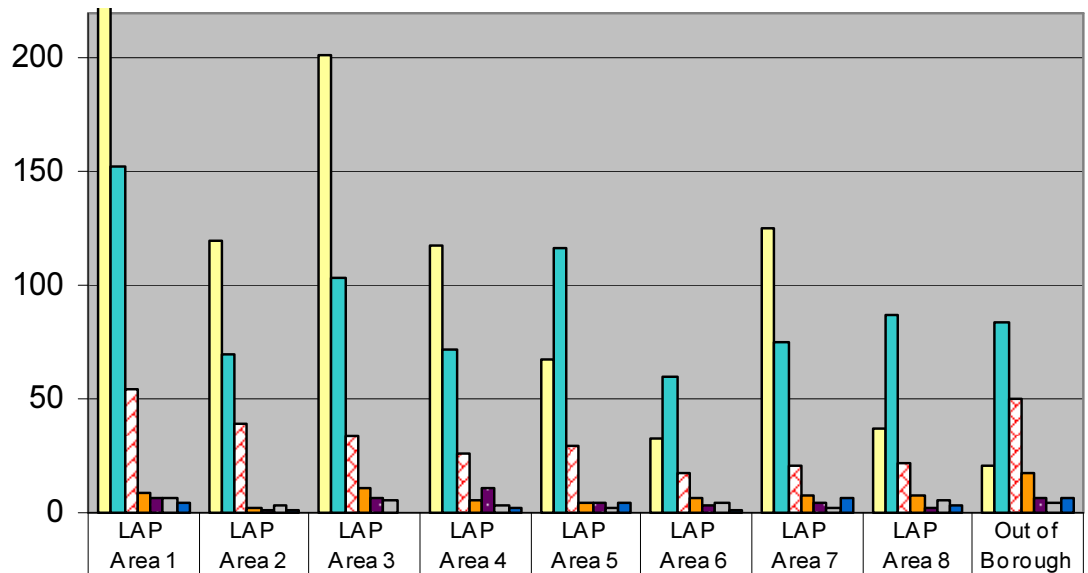
### 2.5.3 EQUAL ACCESS TO THE SERVICE

BREAKDOWN OF COMPLAINTS BY ETHNICITY							
Ethnicity	2007 / 2008			Borough Population Projection	2008 / 2009		
	Stage 1	Stage 2	Stage 3		Stage 1	Stage 2	Stage 3
<b>Asian Total</b>	<b>309</b>	<b>43</b>	<b>8</b>		<b>485</b>	<b>60</b>	<b>21</b>
% (where ethnicity known)	<b>35.1%</b>	<b>28.5%</b>	<b>21.6%</b>	<b>36.6%</b>	<b>42.2%</b>	<b>32.1%</b>	<b>35.6%</b>
Bangladeshi	285	41	6		409	52	18
Chinese	5	1	1		9	2	2
Indian	6	0	0		13	2	0
Pakistani	1	0	0		2	1	1
Vietnamese	0	1	1		0	0	
Asian Other	12				52	3	0
<b>Black Total</b>	<b>46</b>	<b>8</b>	<b>2</b>		<b>83</b>	<b>13</b>	<b>8</b>
	<b>5.2%</b>	<b>5.3%</b>	<b>5.4%</b>	<b>6.0%</b>	<b>7.2%</b>	<b>7.0%</b>	<b>13.6%</b>
African	9	2	1		22	3	1
Caribbean	24	4	1		36	4	2
English	1	0	0		3	2	2
Somali	4	0	0		11	3	2
Black Other	8	2	0		11	1	1
<b>Mixed Heritage</b>	<b>19</b>	<b>6</b>	<b>0</b>		<b>18</b>	<b>5</b>	<b>1</b>
	<b>2.2%</b>	<b>4.0%</b>	<b>0.0%</b>		<b>1.6%</b>	<b>2.7%</b>	<b>1.7%</b>
<b>Other ethnic background</b>	9	1	0		25	8	0
	<b>1.0%</b>	<b>0.7%</b>	<b>0.0%</b>		<b>2.2%</b>	<b>4.3%</b>	<b>0.0%</b>
<b>White</b>	<b>497</b>	<b>93</b>	<b>27</b>		<b>537</b>	<b>101</b>	<b>29</b>
	<b>56.5%</b>	<b>61.6%</b>	<b>73.0%</b>	<b>51.0%</b>	<b>46.8%</b>	<b>54.0%</b>	<b>49.2%</b>
English	382	56	1		383	66	18
Irish	14	1	0		14	4	2
Scottish	7	0	0		13	4	1
Welsh	12	4	0		9	1	0
White Other	82	32	26		118	26	8
Sub total (where ethnicity known)	<b>880</b>	<b>151</b>	<b>37</b>		<b>1148</b>	<b>187</b>	<b>59</b>
<b>Not Known</b>	<b>1206</b>	<b>178</b>	<b>48</b>		<b>1059</b>	<b>144</b>	<b>53</b>
<b>Declined</b>	<b>66</b>	<b>15</b>	<b>2</b>		<b>126</b>	<b>13</b>	<b>8</b>
<b>Total</b>	<b>2152</b>	<b>344</b>	<b>87</b>		<b>2333</b>	<b>344</b>	<b>120</b>

Figure 2.16

2.5.4 The team continue to make every effort to collate equalities information from service users (Figure 2.16). There is a slightly change in representation, with small increases in access from Asian and black service user.

### Stage 1 Complaints by Directorate and LAP Areas

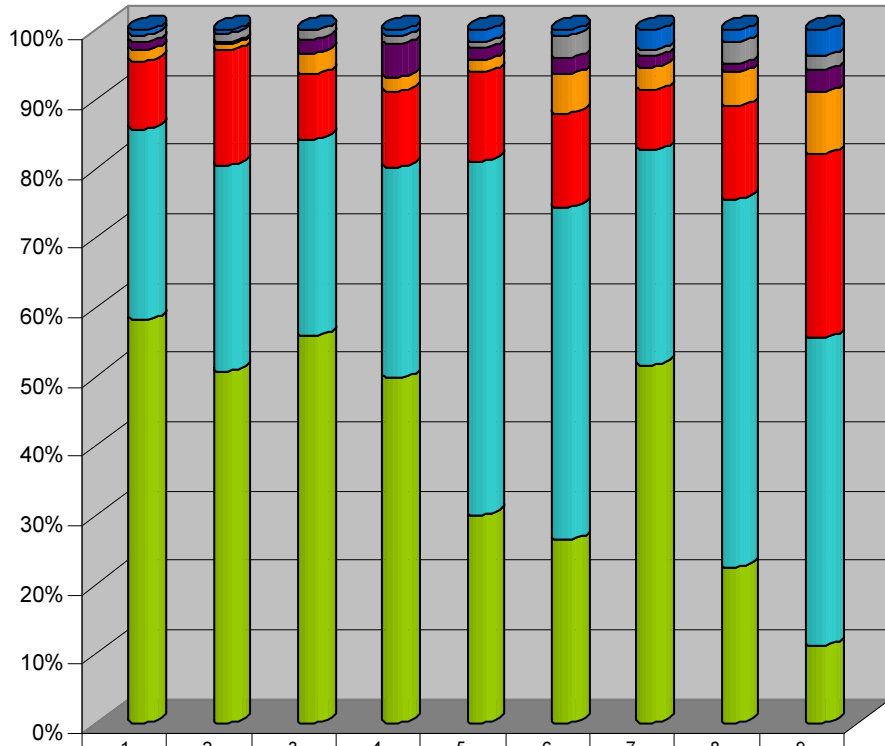


Directorate	LAP Area 1	LAP Area 2	LAP Area 3	LAP Area 4	LAP Area 5	LAP Area 6	LAP Area 7	LAP Area 8	Out of Borough
Tower Hamlets Homes	320	120	202	118	68	33	125	37	21
Communities Localities & Culture	152	70	103	72	116	60	75	87	84
Resources	54	39	34	26	29	17	21	22	50
Adult Health and Wellbeing	9	2	11	5	4	7	8	8	17
Development & Renewal	6	1	7	11	4	3	4	2	6
Chief Executive's	6	3	5	3	2	4	2	5	4
Children's Services	4	1	0	2	4	1	7	3	7

Figure 2.17

2.5.5 Figure 2.17 above shows the volume of complaints by LAP for stage 1, under each directorate. Figure 2.18 below demonstrates the proportion per directorate for each LAP area, giving an indication of the pressing issues.

**Stage 1 Compliers by Directorate and LAP Areas**



	1	2	3	4	5	6	7	8	9
Children's Services	4	1	0	2	4	1	7	3	7
Chief Executive's	6	3	5	3	2	4	2	5	4
Development & Renewal	6	1	7	11	4	3	4	2	6
Adult Health and Wellbeing	9	2	11	5	4	7	8	8	17
Resources	54	39	34	26	29	17	21	22	50
Communities Localities & Culture	152	70	103	72	116	60	75	87	84
Tower Hamlets Homes	320	120	202	118	68	33	125	37	21

Figure 2.18

**3 Adults Social Care Complaints registered**  
**3.1 Complaints Closed**

TOTAL ADULTS' SOCIAL CARE COMPLAINTS			
Stage	2007/2008	2008/2009	Percentage Variance
Stage 1	105	47	-55.24%
Stage 2	16	10	-37.50%
Stage 3	4	3	-25.00%
<b>Total Complaints</b>	<b>125</b>	<b>60</b>	<b>-52.00%</b>

Figure3.1

3.1.1 Figure 3.1 above shows that the number of Stage 1 complaints decreased by 55% in 2008/09 and the number of Stage 2 complaints decreased by 37%, reversing the increases in volumes seen in 2007/08.

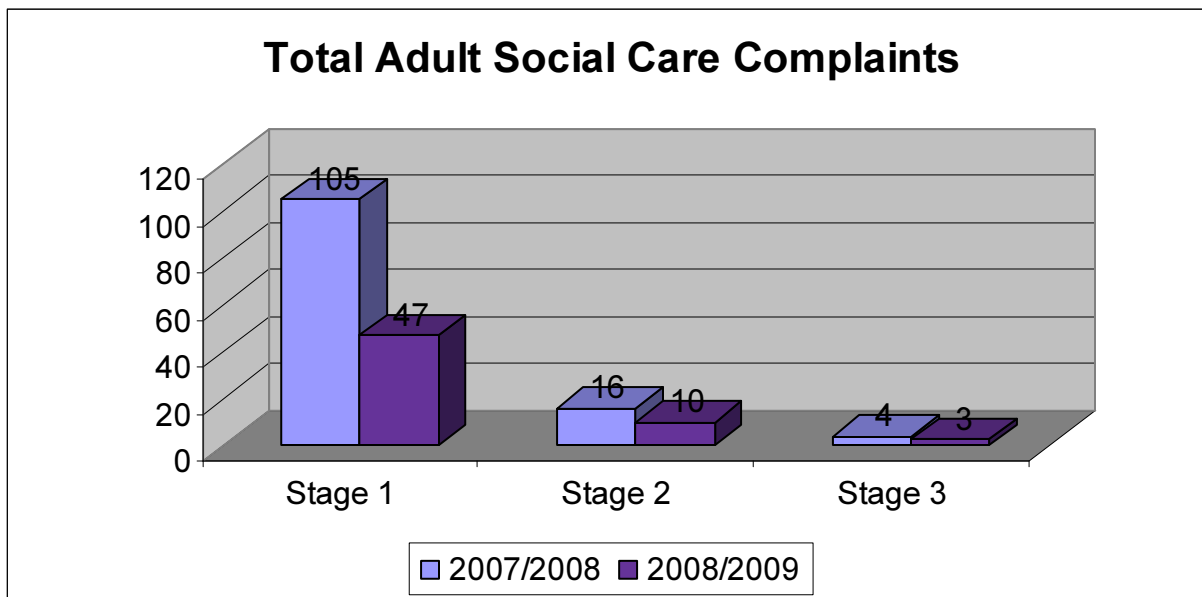


Figure 3.2

3.1.2 The number of complainants going to Stage 3 of the complaints procedure remains a small proportion. This suggests effective resolution at earlier stages.

### 3.2 Response Times

STAGE 1 COMPLAINTS - RESPONSE TIMES FOR ADULTS' SOCIAL CARE COMPLAINTS					
	TOTAL	Answered within 10 working days	Answered within 20 working days	Answered outside timescale	Average response time (days)
2007/2008	105	84	17	4	7.9
		80.0%	96.2%	3.8%	
2008/2009	44	39	5	3	8.6
		83.0%	93.6%	6.4%	

Figure 3.3

3.2.1 A target of 80% completed in time is set for Stage 1 responses answered within 10 working days and this was met in 2007/08 and exceeded in 2008/09. Timescales can be increased to 20 working days with the agreement of the complainant to allow for local resolution. (see Figure 3.3)

STAGE 2 COMPLAINTS - RESPONSE TIMES FOR ADULTS' SOCIAL CARE COMPLAINTS					
	TOTAL	Answered within 25 working days	Answered within 65 working days	Answered outside timescale	Average response time (days)
2007/2008	16	7 43.8%	8 93.8%	1 6.3%	31.9
2008/2009	10	1 10.0%	4 50.0%	5 50.0%	61.3

Figure 3.4

3.2.2 Although fewer stage 2 complaints were completed in 2008/09, the response times were less favourable. Investigations are closely monitored by the complaints team and investigators keep in close contact with the complainant.

### 3.3 Division and Section

3.3.1 Figure 3.5 below sets out the volumes of complaints by Division and Section. Significant decreases in complaints for Disability and Health, and Elders can be seen, adjusting from the previous increases resulting from the application of the Fair Access to Care Regulations.

COMPARISON OF ADULTS' SOCIAL CARE COMPLAINTS BY SECTION									
SECTION	Stage 1			Stage 2			Stage 3		
	2007/2008	2008/2009	Variance	2007/2008	2008/2009	Variance	2007/2008	2008/2009	Variance
Disability and Health	24	14	-42%	4	3	-25%	2	0	-100%
	23.30%	29.79%		25.00%	30.00%		50.00%	0.00%	
Elders	66	17	-74%	9	3	-67%	0	0	-
	64.1%	36.2%		56.3%	30.0%		0.0%	0.0%	
Homeless Service	1	0	-100%	0	0	-	0	0	-
	1.0%	0.0%		0.0%	0.0%		0.0%	0.0%	
Learning Disabilities	4	3	-25%	1	2	100%	1	1	-
	4%	6%		6%	20%		25%	33%	
Mental Health	0	0	-	1	0	-100%	0	1	100%
	0%	0%		6%	0%		0%	33%	
OT Services	5	9	80%	1	2	100%	1	1	-
	4.9%	19.1%		6.3%	20.0%		25.0%	33.3%	
Resources	3	4	33%	0	0	-	0	0	-
	2.9%	8.5%		0.0%	0.0%		0.0%	0.0%	
<b>Total</b>	<b>103</b>	<b>47</b>	<b>-54%</b>	<b>16</b>	<b>10</b>	<b>-38%</b>	<b>4</b>	<b>3</b>	<b>-25%</b>
	<b>100%</b>	<b>100%</b>		<b>100%</b>	<b>100%</b>		<b>100%</b>	<b>100%</b>	

Figure 3.5



### 3.4 Reason For Complaints

3.4.1 This is further reflected in Figure 3.6 where the number of stage 1 complaints challenging assessment decisions fell from 82 in 2007/08 to 24 in 2008/09.

COMPARISON OF ADULTS' SOCIAL CARE COMPLAINTS BY REASON FOR COMPLAINT									
	Stage 1			Stage 2			Stage 3		
	2007/2008	2008/2009	Variance	2007/2008	2008/2009	Variance	2007/2008	2008/2009	Variance
Appropriateness of service	1	1	-	0	0	-	0	0	-
	1.0%	2.1%		0.0%	0.0%		0.0%	0.0%	
Attitude of staff	2	4	100%	0	1	100%	0	0	-
	1.9%	8.5%		0.0%	10.0%		0.0%	0.0%	
Challenge assessment decision	82	24	-71%	12	6	-50%	2	1	-50%
	78.1%	51.1%		75.0%	60.0%		50.0%	33.3%	
Competence of service	9	6	-33%	3	1	-67%	1	1	-
	8.6%	12.8%		18.8%	10.0%		25.0%	33.3%	
Delays in service provision	3	6	100%	0	2	100%	0	1	100%
	2.9%	12.8%		0.0%	20.0%		0.0%	33.3%	
Discriminatory practice	0	1	100%	0	0	-	0	0	-
	0.0%	2.1%		0.0%	0.0%		0.0%	0.0%	
Failure to provide a service	6	3	-50%	1	0	-100%	1	0	-100%
	5.7%	6.4%		6.3%	0.0%		25.0%	0.0%	
Lack for information	1	1	-	0	0	-	0	0	-
	1.0%	2.1%		0.0%	0.0%		0.0%	0.0%	
Other reason	1	1	-	0	0	-	0	0	-
	1.0%	2.1%		0.0%	0.0%		0.0%	0.0%	
<b>Total</b>	<b>105</b>	<b>47</b>	<b>-55%</b>	<b>16</b>	<b>10</b>	<b>-38%</b>	<b>4</b>	<b>3</b>	<b>-25%</b>
	100.0%	100.0%		100.0%	100.0%		100.0%	100.0%	

Figure 3.6

### 3.5 Access and Profiles

3.5.1 People making Social Care complaints rely more on telephone (51%) and post (38%) than those using the corporate complaints procedures. This is probably in recognition of the nature of the issues.

BREAKDOWN OF ADULTS' SOCIAL CARE COMPLAINTS HOW RECEIVED								
How Received	2007 / 2008				2008 / 2009			
	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
Email	5 4.8%	1 6.3%	0 0.0%	6 4.8%	4 8.5%	1 10.0%	0 0.0%	5 8.3%
Web Form	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Complaint Form or Letter	32 30.5%	5 31.3%	4 100.0%	41 32.8%	16 34.0%	4 40.0%	3 100.0%	23 38.3%
Fax	1 1.0%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Telephone	66 62.9%	9 56.3%	0 0.0%	75 60.0%	26 55.3%	5 50.0%	0 0.0%	31 51.7%
In Person	1 1.0%	1 6.3%	0 0.0%	2 1.6%	1 2.1%	0 0.0%	0 0.0%	1 1.7%
<b>Total</b>	105	16	4	125	47	10	3	60

Figure 3.7

3.5.2 Figure 3.8 below indicates that there is a slight overrepresentation of Asian and Black service users making complaints. However, issues of discrimination have not been high, as seen in Figure 3.7 above.

Adults' Health and Wellbeing Social Care by Ethnicity 2008 - 2009					
	No. of service users in 2008-09	Percentage of service users by ethnicity	Stage 1 complaints	Percentage of complainants by ethnicity	Variance
Asian	1496	23.6%	14	29.8%	6.2%
Black	661	10.4%	8	17.0%	6.6%
White	3944	62.1%	21	44.7%	-17.5%
Mixed Race	65	1.0%	0	0.0%	-1.0%
Other	155	2.4%	1	2.1%	-0.3%
Not Stated	25	0.4%	3	6.4%	6.0%
<b>Totals</b>	<b>6,346</b>	<b>100%</b>	<b>47</b>	<b>100%</b>	

Figure 3.8

### 3.6 Summary of key issues in upheld cases

3.6.1 The Service Head offered an apology and a policy meeting was convened following a complaint regarding unannounced visits by Homecare staff.

3.6.2 A case was reviewed following the closure of the complainants file by Hospital Social Workers.

3.6.3 A new assessment was arranged by the Physical Disability team.

3.6.4 Following a complaint about the withdrawal of domiciliary support, it was identified that a carer's assessment should have been offered to the service user's partner.

3.6.5 An apology was offered from the Service Head as a result of this complaint which criticised the Occupational Therapy assessment process.

3.6.6 An ex-gratia payment of £200 was made to the complainant following concerns raised about the removal of care services despite the complainant believing that the service user was deemed under 'substantial' rather than 'critical' risk.

## 4 Children's Social Care

### 4.1 Complaints Closed

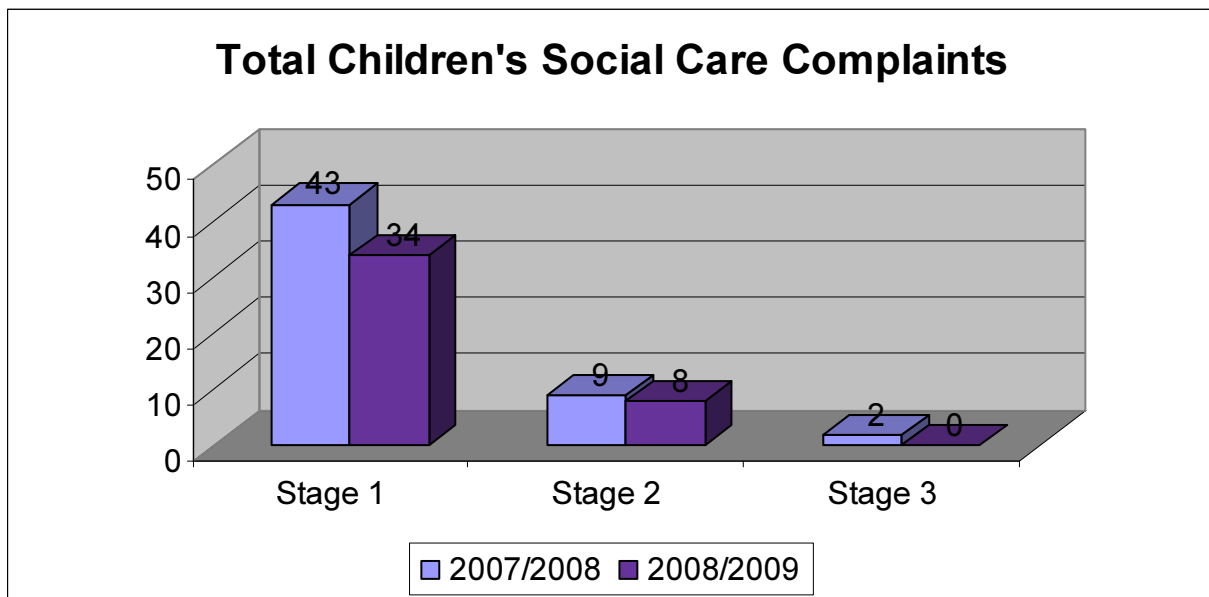


Figure 4.1

<b>TOTAL CHILDREN'S SOCIAL CARE COMPLAINTS</b>			
<b>Stage</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>Percentage Variance</b>
Stage 1	43	34	-20.93%
Stage 2	9	8	-11.11%
Stage 3	2	0	-100.00%
<b>Total Complaints</b>	<b>54</b>	<b>42</b>	<b>-22.22%</b>

Figure 4.2

- 4.1 There has been a decrease in Stage 1 complaints this year (21%), as shown in Figures 4.1 & 4.2 and the number of Stage 2 complaints also decreased. The lower rate of Stage 2 complaints suggests that there is effective resolution of complaints at Stage 1 of the process.
- 4.2 There were no review panels in Children's Social Care this year which suggests that complainants were satisfied with the way their complaints were investigated at Stage 2.

### 4.3 Complaint Response Times

<b>STAGE 1 COMPLAINTS - RESPONSE TIMES FOR CHILDREN'S SOCIAL CARE COMPLAINTS</b>					
	<b>TOTAL</b>	<b>Answered within 10 working days</b>	<b>Answered within 20 working days</b>	<b>Answered outside timescale</b>	<b>Average response time (days)</b>
2007/2008	43	25 58.1%	9 79.1%	0 -	16.7
2008/2009	34	17 50.0%	14 91.2%	3 8.8%	18.6

Figure 4.3

- 4.4.7 The above table (figure 3.4) shows that only 17 (50% of Stage 1 complaints in Children's Social Care were answered within the 10 working day time scales. It also shows that 8 complaints (19%) were answered outside of the timescales. There is a need to improve performance in answering Stage 1 complaints within Children's Social Care.
- 4.4.8 However, it is positive that 91% of complaints were answered within the 20 working days timescales. It should also be noted that complaints in Children's Social Care are often complex and may require the Team Manager meeting with the young person, appointing an advocate etc in order to resolve complaints.
- 4.4.9 The Complaints Team has a role in monitoring complaints and ensuring that they are responded to in a timely manner and send early reminders for over-due complaints and a weekly list of overdue complaints to Heads of Service and Directors.

<b>STAGE 2 COMPLAINTS - RESPONSE TIMES FOR CHILDREN'S SOCIAL CARE COMPLAINTS</b>					
		<b>Answered within 25 working days</b>	<b>Answered within 65 working days</b>	<b>Answered outside timescale</b>	<b>Average response time (days)</b>
2007/2008	9	1 11.11%	5 66.7%	3 33.3%	58.7
2008/2009	8	1 12.50%	3 50.0%	4 50.0%	77.8

**Figure 4.4**

4.4.10. The Complaints Team aims to respond to 15% of stage complaints with 25 working days and to 80% within 65 working days.

4.4.11 Figure 3.5 shows that one complaint was answered within the 25 day statutory time scales for the year 2008/09 and 3 complaints (50%) were answered within the 65 day time scale. 4 complaints were answered outside the time scales.

4.4.12 Children's Social care complaints are often complex and involve interviewing staff and service users. However, the Complaints Team continue to strive to improve this performance.

#### 4.5 Children's Social Care Reason For Complaint And Service Area

4.5.1 Fieldwork services have received the highest number of complaints at Stage 1 and Stage 2 as is expected (see Figure 3.8). This is due to the potentially contentious nature of the service and the large number of service users. Nevertheless the number have decreased slightly in 2008/09.

COMPARISON OF CHILDREN'S SOCIAL CARE COMPLAINTS BY SECTION									
	Stage 1			Stage 2			Stage 3		
SECTION	2007/08	2008/09	Variance	2007/08	2008/09	Variance	2007/08	2008/09	Variance
Child Protection & Reviewing	1	0	-100%	0	0	-	0	0	-
	2.33%	0.00%		0.00%	0.00%		0.00%		
Children Looked After	8	7	-13%	0	2	100%	0	0	-
	18.60%	20.59%		0.00%	25.00%		0.00%		
Children's Resources	4	3	-25%	1	3	200%	0	0	-
	9.30%	8.82%		11.11%	37.50%		0.00%		
Fieldwork Services	26	23	-12%	7	3	-57%	2	0	-100%
	60.47%	67.65%		77.78%	37.50%		100.00%		
Integrated Services	4	1	-75%	1	0	-100%	0	0	-
	9.30%	2.94%		11.11%	0.00%		0.00%		
<b>Total</b>	<b>43</b>	<b>34</b>	<b>-21%</b>	<b>9</b>	<b>8</b>	<b>-11%</b>	<b>2</b>	<b>0</b>	<b>-100%</b>
	<b>100%</b>	<b>100%</b>		<b>100%</b>	<b>100%</b>		<b>100%</b>		

Figure 4.5

4.5.2 Figure 4.5 indicates that the highest number of complaints in Children's Social Care remains "challenging assessments decisions".

COMPARISON OF CHILDREN'S SOCIAL CARE COMPLAINTS BY REASON FOR COMPLAINT									
	Stage 1			Stage 2			Stage 3		
	2007/08	2008/09	Variance	2007/08	2008/09	Variance	2007/2008	2008/09	Variance
Appropriateness of service	1	0	-100%	0	0	-	0	0	-
	2.3%	0.0%		0.0%	0.0%		0.0%	-	
Attitude of staff	10	3	-70%	0	1	100%	0	0	-
	23.3%	8.8%		0.0%	12.5%		0.0%	-	
Breach of Confidentiality	0	2	100%	1	0	-100%	0	0	-
	0.0%	5.9%		11.1%	0.0%		0.0%	-	
Challenge assessment decision	13	24	85%	3	7	133%	2	0	-100%
	30.2%	70.6%		33.3%	87.5%		100.0%	-	
Competence of service	7	1	-86%	4	0	-100%	0	0	-
	16.3%	2.9%		44.4%	0.0%		0.0%	-	
Delays in service provision	4	2	-50%	0	0	-	0	0	-
	9.3%	5.9%		0.0%	0.0%		0.0%	-	
Failure to provide a service	5	1	-80%	0	0	-	0	0	-
	11.6%	2.9%		0.0%	0.0%		0.0%	-	
Lack for information	3	1	-67%	1	0	-100%	0	0	-
	7.0%	2.9%		11.1%	0.0%		0.0%	-	
<b>Total</b>	<b>43</b>	<b>34</b>	<b>-21%</b>	<b>9</b>	<b>8</b>	<b>-11%</b>	<b>2</b>	<b>0</b>	<b>-100%</b>
	100.0%	100.0%		100.0%	100.0%		100.0%	-	

Figure 4.8

#### 4.6 Breakdown of Complaints by Ethnicity.

Children's Services Social Care by Ethnicity 2008 - 2009					
	No. of service users in 2008-09	Percentage of service users by ethnicity	Stage 1 complaints	Percentage of complainants by ethnicity	Variance
Asian	1711	45.5%	12	35.3%	-10.2%
Black	425	11.3%	10	29.4%	18.1%
White	850	22.6%	10	29.4%	6.8%
Mixed Race	361	9.6%	1	2.9%	-6.7%
Other	104	2.8%	0	0.0%	-2.8%
Not Stated	311	8.3%	1	2.9%	-5.3%
<b>Totals</b>	<b>3,762</b>	<b>100%</b>	<b>34</b>	<b>100%</b>	

Figure 4.9

4.6.1 Figure 4.7 shows the number of those receiving a service by ethnicity and the volumes of complaints for each group. There is a higher proportion of complaints per head of the service user population for white clients and to a lesser degree black service users. Nevertheless this is a very small representation of the service user group.

4.6.2 Work on analysing this further will indicate if this is due to the types of services accessed or differential treatment.

#### 4.7 How Complaints Were Made.

BREAKDOWN OF CHILDREN'S SOCIAL CARE HOW COMPLAINTS RECEIVED								
How Received	2007 / 2008				2008 / 2009			
	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
Email	3 7.0%	0 0.0%	0 0.0%	3 5.6%	5 14.7%	0 0.0%	0 #DIV/0!	5 11.9%
Web Form	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 #DIV/0!	0 0.0%
Complaint Form /Letter	20 46.5%	7 77.8%	2 100.0%	29 53.7%	17 50.0%	4 50.0%	0 #DIV/0!	21 50.0%
Fax	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 12.5%	0 #DIV/0!	2 4.8%
Telephone	20 46.5%	1 11.1%	0 0.0%	21 38.9%	10 29.4%	2 25.0%	0 #DIV/0!	12 28.6%
In Person	0 0.0%	1 11.1%	0 0.0%	1 1.9%	1 2.9%	1 12.5%	0 #DIV/0!	2 4.8%
<b>Total</b>	<b>43</b>	<b>9</b>	<b>2</b>	<b>54</b>	<b>34</b>	<b>8</b>	<b>0</b>	<b>42</b>

Figure 4.8

4.7.1 The above table (figure 4.8) shows that the majority of complainants prefer to make complaints by telephone, and it is noticeable that the trend of email and web form usage recorded for corporate complaints is not repeated for social care complaints.

#### 4.8 Summary of key issues in upheld complaints.

4.8.1 Changes in practice and service delivery were actioned following a complaint regarding the failure to act on reports of neglect made by Nursery staff.

4.8.2 A review of the individual Care Plan and the overall transition process from Children's to Adults Learning Difficulties Services was carried out, and the importance of notifying in writing any changes in service provision was identified.

4.8.3 A policy guidance review was implemented following this complaint about the lack of explanation of the fostering process.



4.8.4 A £200 ex-gratia payment was made for 'time and trouble taken' to a complainant as a result of issues raised about a Social Worker causing unnecessary delays to a Nursery placement.

4.8.5 A planning meeting to discuss the effectiveness of interfacing between Children's and Adults' services was arranged, following this complaint that a physically impaired parent had her care package cut.

## 5 LOCAL GOVERNMENT OMBUDSMAN (LGO) COMPLAINTS

5.1 In 2008/09 the Ombudsman has changed that way statistics are presented to Local Authorities. Having set up a central contact service effective from 1 April 2008, informal enquiries and premature complaints are no longer recorded in the same way. These may be included in future years when comparative data is available but are not available for 2008/09. Set out below are details of the complaints closed by the Ombudsman in 2008/09, their findings and the Council's response times to enquiries.

5.2 Complaints determined by the Ombudsman.

Determination	2006/07	2007/08	2008/09
Maladministration causing injustice	0	0	0
Local Settlement	24	16	21
No maladministration	24	37	29
Ombudsman's discretion	15	12	17
Out of jurisdiction	19	23	15
<b>Total</b>	<b>82</b>	<b>88</b>	<b>82</b>

Figure 5.1

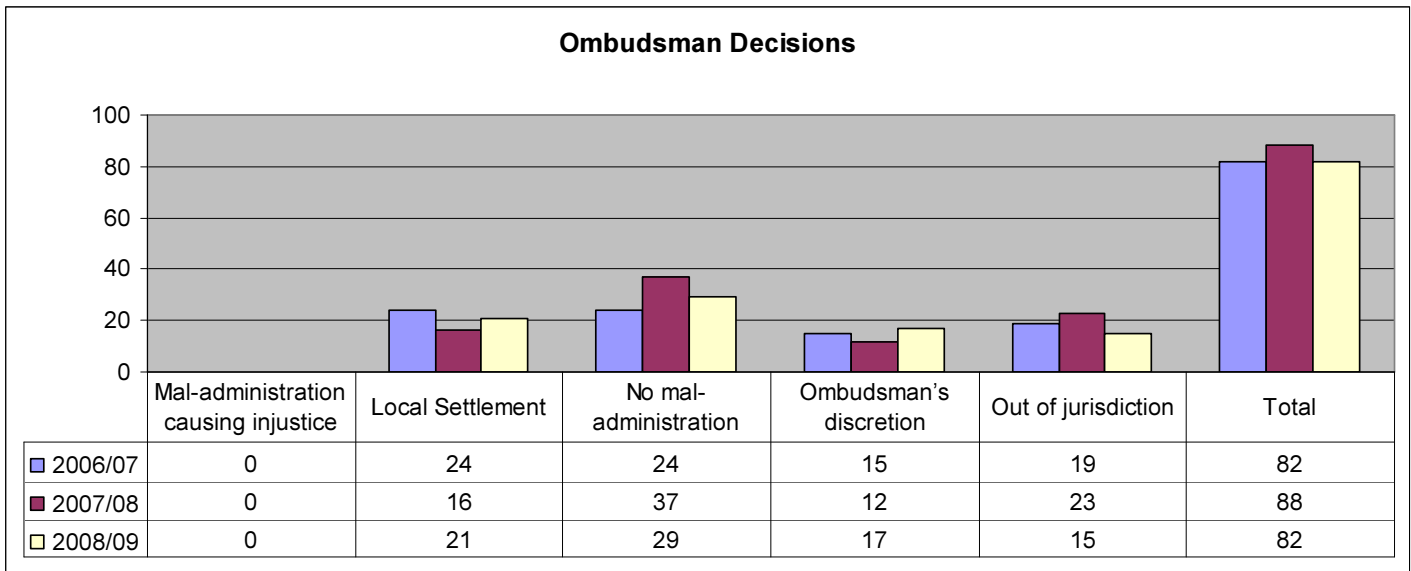


Figure 5.2

5.2.1 The Ombudsman determined (or closed) 82 complaints in 2008/09, see Figures 5.1 and 5.2 above.

## Volume of Ombudsman Complaints Closed 2008/09

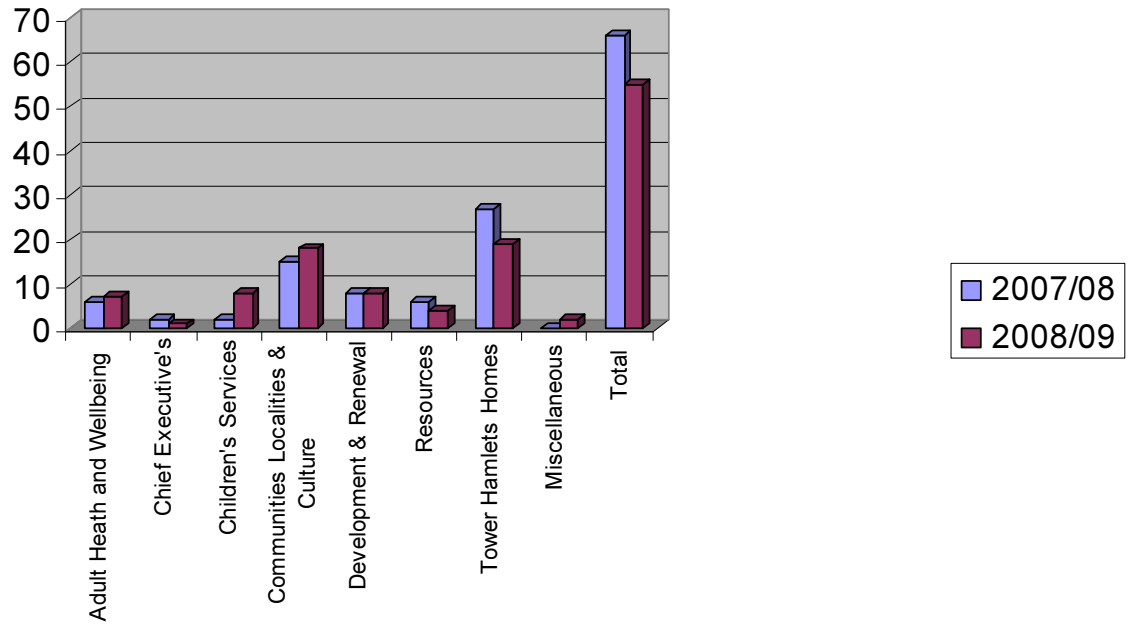


Figure 5.3

5.2.3 Set out in Figure 5.3. above is the volume of complaints closed by directorate, indicating any variance year on year.

5.2.4 The Council has sought the early resolution of complaints where there is either some indication of fault or where a gesture of goodwill may be appropriate to promote a positive relationship. At 26% of the total complaints closed this compares favourably with the average across all Councils (27.4%).

5.2.5 Figures 5.5 and 5.6 overleaf show the numbers of local settlements by directorate, and by directorate and division respectively.

### Ombudsmen Local Settlements by Directorate

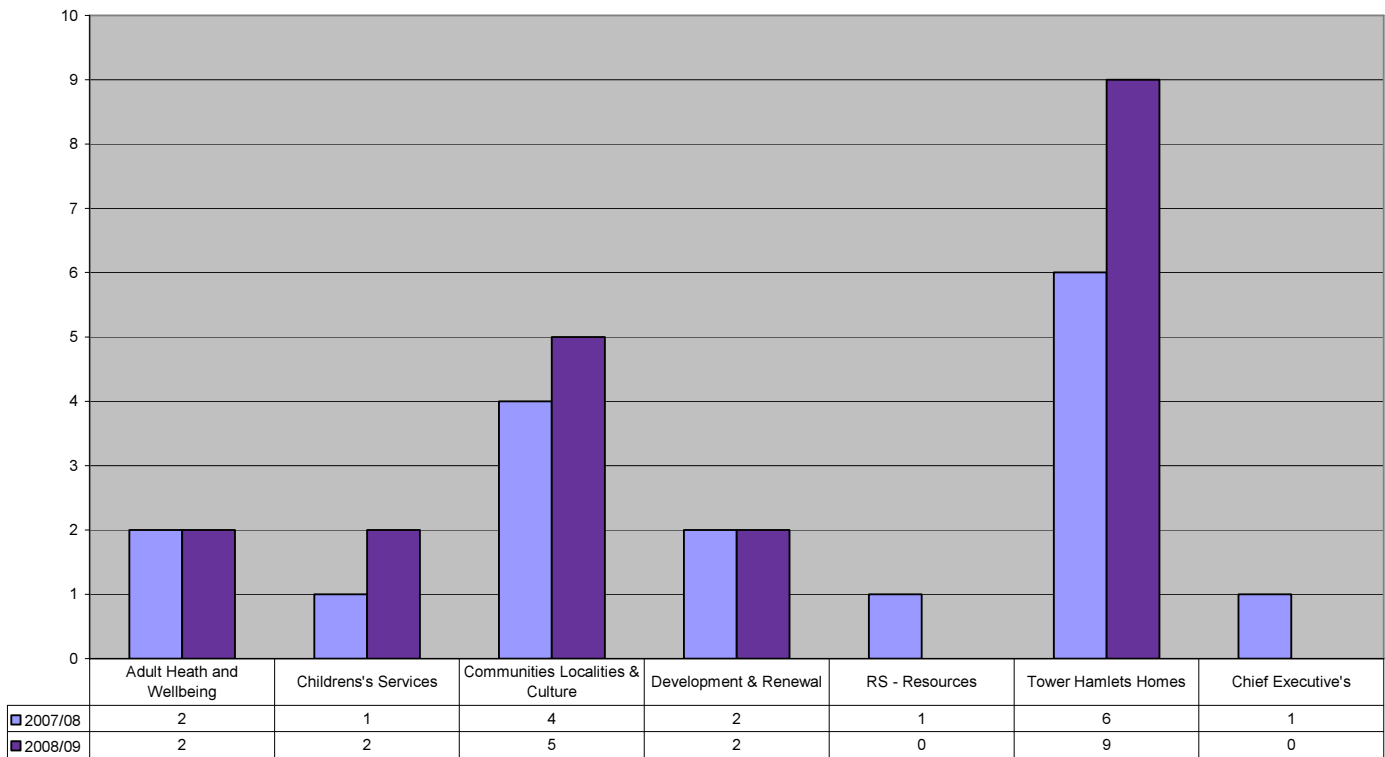
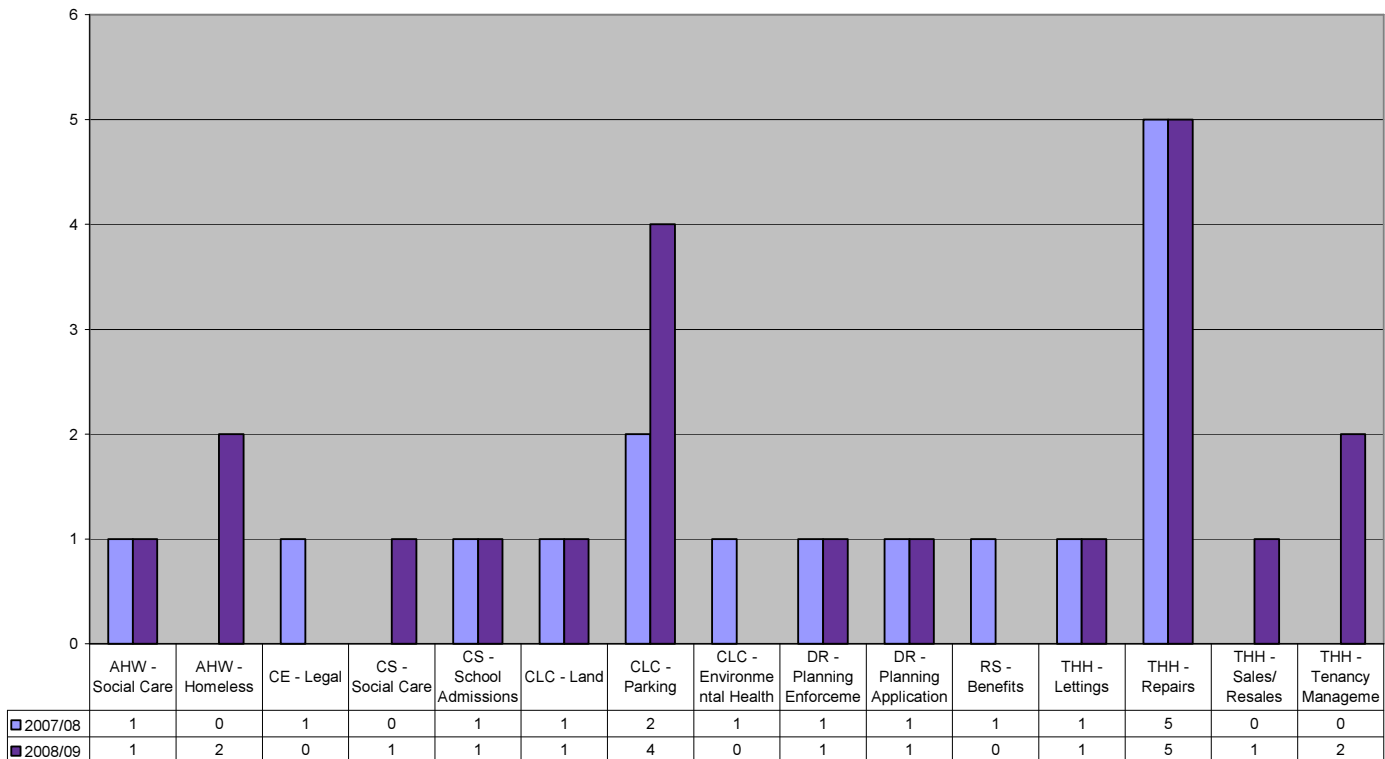


Figure 5.4 above and Figure 5.5 below

### Ombudsmen Local Settlements by Service Issue



### **5.3 Summary of Local Settlements**

Overall, £5,600 was paid in compensation across the 21 Local Settlements

#### **Adults Health and Wellbeing**

One Social Care complaint was settled by the payment of additional night hours over and above the agreed care package. Two Homeless people received compensation; one payment of £500 for the loss of a file which resulted in a delay in providing temporary accommodation - in another case the policy on home visits was reviewed when a delay was identified in completing a home visit.

#### **Children's Services**

A Children's Social Care complaint regarding information provided to parents of a looked after child resulted in compensation for four issues amounting to £800.

A School Admissions complaint was resolved by a place being provided through the waiting list.

#### **Communities Localities and Culture**

Parking Services were commended for seeking ongoing and lasting solutions to an issue regarding taxis waiting outside residential properties. One complainant identified that information on parking permit charges were different on the website to the actual charges and was afforded a discount.

Development and Renewal were prompted to issue payment for a previous Local Settlement.

#### **Tower Hamlets Homes**

Due to problems with the lift in a block due for demolition, just prior to it being given decant status, a disabled resident was awarded £550 compensation. THH made a goodwill gesture to refund £100 paid for a parking permit for resident who had not declared her disability on application.

A resident wishing to purchase an additional part of her building was reimbursed her legal fees of £3250 due to the delay she experienced. Other Housing complaints were resolved by works being completed and documents being provided to residents.

5.3 There were no findings of maladministration with injustice, and have not been any since 2005/06.

### **5.4 Response times**

5.4.1 The Ombudsman maintains statistics of the time taken for the first response from the initial enquiry, which are published nationally. Tower Hamlets is one of only four London Boroughs to achieve an average response time of less than 21 days.

Response Times		
	No of First Enquiries	Average no of days to respond
2006/07	46	18.9
2007/08	50	16.2
2008//09	50	19.3

Figure 5.6

5.4.2 The Ombudsman congratulated the Council on its response rate in the 2007/08 Annual Letter to the Council, and the prompt turn-around times have continued.

2008/09	number of initial enquiries	ave days to respond	% in time
Adult Health and Wellbeing	7	17.6	100%
Chief Executive's	0	0	
Resources	2	20	100%
Children's Services	6	20.8	67%
Communities Localities & Culture	11	19.4	73%
Development & Renewal	6	16.3	83%
Tower Hamlets Homes	17	18.7	94%
Total	49	19.3	86%

Figure 5.7

5.4.3 The Local Government Ombudsman's Annual Review is appended for information.

## 6 RISK ASSESSMENT

6.1 Areas of risk that the Council may face can be summarised as follows:

<b>Project / Issue</b>	<b>Pen Picture</b>	<b>Value £m's</b>	<b>Risks / Comments</b>
Complaints handling	The complaints procedure is explained in section 2 of this report. The volume of complaints is also contained in this report.	Difficult to quantify but includes officer time, cost of making good and compensation payments (the latter being the most easily measured). Reputation is also to be considered.	A complaint may lead to an Ombudsman ruling, judicial review or other legal remedy over justified complaints. The Council is also at risk from spurious or malicious complaints if these are not identified and handled appropriately.
<b>Probability</b>	<b>Impact</b>	<b>Recommended Mitigating Action</b>	<b>Risk Owner</b>
Low	Medium	The Complaints process should encourage the earliest possible resolution of complaints. Tracking first Stage complaints through the Siebel database will encourage and support officers to do this. The back up and co-ordinated working of Corporate Complaints, Insurance and Legal Services serve to support decision-making within Directorates on complaint issues. Policies on Complaint Handling, Compensation and Redress, and Dealing with Persistent Complainants are in place.	The relevant Corporate Director

## 7 IMPROVEMENT INITIATIVES

### 7.1 British Standards Institute

The Council achieved British Standards Institute Accreditation for Complaints Handling [CMS 86:2000] in March 2005 and the revised higher ISO 10002 accreditation in 2007. In the year 2008/09, as part of the Customer Access Division, the Complaints Service achieved accreditation to the Customer Service Excellence standard.

### 7.2 Staff Training and Development.

The Complaints Team has commission training from an external provider for general complaints handling and resolution, and specifically for Social Care complaints. This will

continue throughout 2009/10. The training is aimed at Service Managers and Team Managers and covers all aspects of complaint handling. The training has received positive feedback.

The Complaints Team also continues to provide training workshops, advice and information sessions to teams. Direct feedback is also given to assist managers to improve the quality of their investigations and responses.

### **7.3 Monitoring Complaints.**

Weekly outstanding lists are circulated to Directors and the Chief Executive. Detailed monthly monitoring is also distributed. Quarterly reports on quality issues and service improvements arising from complaints are discussed at the Corporate Management Team and Directorate Management Teams. Twice each year, information is submitted to the Overview and Scrutiny Committee and the Standards Committee.

### **7.4 Publicity.**

The Complaints Team ensures that publicity is widely distributed to ensure effective access across the community. This includes linking with advocacy agencies and support groups to promote access. In addition the team measure knowledge within the local community of how to access the procedures to ensure the effectiveness of publicity.

The complaints procedures for Adults' and Children's Social Care place an increased emphasis on publicity in order to ensure that service users have a voice. The Complaints Team have a role in informing people of their right to complain and in empowering them to use the complaints procedure effectively.

### **7.6 Effective Learning Outcomes from Complaints.**

Effective complaints procedures can help the whole authority improve the delivery of services by highlighting where change is needed.

Lessons learnt from complaints are considered by the Corporate Management Teams in quarterly monitoring reports.

The Complaints Team ensures that lessons learned from complaints are highlighted and fed back to improve service delivery. For example complaints investigations have highlighted the need to review policy guidance. Lessons learned from complaints investigations are also fed back to staff in supervision to enable discussion about improvements, any additional training required and learning points.

The Complaints Team has also produced two Complaints Bulletins for Adults' and Children's Social Care, to help Team Managers identify future trends, awareness about complaints handling and offer advice on matters such as monitoring complaints more effectively, strategies to resolve complaints and learning outcomes from complaints.

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**The Local Government Ombudsman's  
Annual Review**

# **The London Borough of Tower Hamlets**

**for the year ended  
31 March 2009**

The Local Government Ombudsman (LGO) provides a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, the Ombudsmen aim to get it put right by recommending a suitable remedy. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

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# Section 1: Complaints about the London Borough of Tower Hamlets 2008/09

## Introduction

This annual review provides a summary of the complaints we have dealt with about the London Borough of Tower Hamlets. We have included comments on the authority's performance and complaint-handling arrangements, where possible, so they can assist with your service improvement.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2008/09 and a note to help the interpretation of the statistics.

## Changes to our way of working and statistics

A change in the way we operate means that the statistics about complaints received in 2008/09 are not directly comparable with those from 2007/08. Since 1 April 2008 the new LGO Advice Team has been the single point of contact for all enquiries and new complaints. The number of calls to our service has increased significantly since then. It handles more than 3,000 calls a month, together with written and emailed complaints. Our advisers now provide comprehensive information and advice to callers at the outset with a full explanation of the process and possible outcomes. It enables callers to make a more informed decision about whether putting their complaint to us is an appropriate course of action. Some decide to pursue their complaint direct with the council first.

It means that direct comparisons with some of the previous year's statistics are difficult and could be misleading. So this annual review focuses mainly on the 2008/09 statistics without drawing those comparisons.

## Enquiries and complaints received

A significant majority of the 140 enquiries received by our Advice Team this year related to housing, around 30% of the total. Transport and highways, planning and building control, and education each accounted for approximately 10% of the total enquiries that were received. The remaining enquiries received related to a wide range of council services.

Of the 140 enquiries, 40 were passed on to the Council to attempt to resolve in the first instance as the complainant had yet to exhaust the Council's corporate complaints procedure, and it seemed that they would not be disadvantaged by doing so before complaining to me if they remained dissatisfied at the end of that process. A further 22 enquirers were content with the information they received from our Advice Team and did not want to pursue their concerns further with us at that time. The 78 remaining enquiries were passed on to an investigative team for consideration, of which 35% related to housing. As with the enquiries received the remaining complaints passed on to the investigative team were spread fairly evenly among the other main categories.

## **Complaint outcomes**

### **Decisions and local settlements**

A 'local settlement' is a complaint where, during the course of our investigation, a council takes or agrees to take some action that we consider to be a satisfactory response to the complaint. In 2008/09, 27.4% of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements. Of the complaints we decided against your authority 21 (about 26%) were local settlements.

The complaints we have closed this year have provided some interesting outcomes.

### **Homelessness**

I settled two complaints where homeless people had faced difficulties in having their applications assessed. In the first case, there was a three month delay in making a home visit to assess an application, which meant that the applicant had to live longer than he should in grossly overcrowded conditions. In the second, the Council had lost the application and so took no action on it for two months. For some time the applicant, who was over 60 and in poor health, was spending the day on park benches and the nights on friends' sofas. We agreed compensation of £1,300 for the two complainants. Both complaints had been through the Council's complaints procedure. The Council had offered the first complainant no compensation, and the second just £100. The level of settlements I recommended in these cases will show that I consider it is a major injustice to be forced to live in unsatisfactory conditions as a result of administrative fault of the Council, and that this should be reflected in the amount of redress offered.

### **Housing repairs**

I settled eight complaints that arose as a result of problems tenants had reported with getting timely and efficient housing repairs undertaken to their homes. The extent to which tenants were adversely affected by these difficulties varied from a case where three unannounced visits were made to tenants who did not speak English and found the experience confusing, to a case in which it had taken the Council three and a half years to resolve a problem of leaking windows.

For the eight settlements a total of £2,800 was agreed.

I am aware that the Council has been running a 100 day improvement plan to step up repairs for residents, which has included repairs days on particular estates, where residents can more easily report any items. The evidence from last year would suggest that there have been problems with completing timely repairs, and I would be interested to know more about the outcome of this initiative. I also note from the evidence provided for the Council's Draft Housing Strategy that 59% of Tower Hamlets Homes' houses did not meet the Decent Homes standard as of 1 April 2007, and that bringing them up to this standard presents a clear challenge.

Your Council's programme of transferring its properties to third party ownership has resulted in a few complaints to me from leaseholders. In one of these, the leaseholder complained that the views of leaseholders had been given insufficient weight in the consultation exercise and thereafter in the decision to transfer ownership of the housing estate. Although my investigation found there had been some misleading information in the consultation with leaseholders, I was unable to conclude that this would have had a significant effect on the outcome.

### **Parking**

Many parking complaints are outside my jurisdiction because there is an alternative remedy available by way of appeal to a Parking Adjudicator or a Magistrate depending on the nature of the enforcement action taken. I did however settle two complaints where there were difficulties with the processing of parking permits allocated to residents and businesses in controlled parking zones. Your officers offered to pay a small amount of compensation in each case (£100 and £150

respectively) to reflect the inconvenience the complainants had been put to. In another case, the complainant alleged that the Council was failing to take adequate steps to prevent illegal parking outside his home. The Council agreed to increase warden patrols and to introduce a new traffic management order to deal with the problem on a long term basis.

#### ***Adult care services***

I settled one complaint in this category: it concerned the Council's failure to pay the full cost of care provided for the complainant when it was obliged to do so. The Council made the payment due – nearly £4,000.

#### ***Planning applications***

I settled one complaint where the Council had delayed in completing a Section 106 agreement - a condition attached to the granting of planning permission. The Council agreed to waive the fees for the legal work in drawing up the agreement (amounting to £700) as a remedy.

#### ***Planning enforcement***

In my letter last year, I mentioned that I understood that there was to be a review of the enforcement service. I have now had sight of the Council's revised guidance and published standards on enforcement issues, and it may be significant that I have not had to settle any new complaints about this subject in the past year.

#### ***Schools admissions***

In two cases I found that the Clerk's notes of an appeal panel meeting had failed to record the voting record of panel members. In neither case was injustice caused, but I understand the Council intends to review its procedures in the light of my observations.

Another case concerned an application by twins for school places in the Borough. The application forms had not enabled the children's parents to readily make it clear they were twins, and so they were offered different schools as a result. The Council agreed to change the application form to prevent this from happening again.

#### ***Land***

In one case the Council informally agreed to sell some land to a complainant. As a result the complainant instructed an architect to draw up plans. But when the Council considered the sale of the land on a formal basis it decided not to complete the sale. The Council accepted it had misled the complainant and offered to pay the fees for the abortive work of the architect.

#### ***Children and family services***

I settled one complaint about the care given to the complainant's daughter, who was in foster care at the time. I found there had been failures to conduct meetings properly and breakdowns in communication. For this the Council agreed to offer the complainant £900.

#### ***Liaison with the Local Government Ombudsman***

My investigators made initial enquiries on 50 complaints this year and your average time for responding was well within my requested timescale of 28 days, for which I am grateful. Although there has been no formal liaison between my officers and yours this year, I understand there is a cooperative relationship and one of my investigators visited your office to speak to two parking service managers and found it very helpful. This is of considerable benefit in ensuring that complaints are fully understood and dealt with. More recently, I was glad that your Corporate Complaints Manager was able to attend one of our regular seminars for local authority staff who deal with our enquiries.

### **Training in complaint handling**

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practise the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

### **Conclusions**

Although the changes in this office's procedure make direct comparisons with previous years difficult in terms of the numbers of complaints received, it seems to me that the previous record of your officers in providing timely and helpful responses to enquiries has been maintained. There is evidence that your officers are generally willing to identify opportunities to settle complaints appropriately, but I would repeat my suggestion that there may be a need – based on the two cases I have referred to – to encourage this in the homelessness service.

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

**Tony Redmond**  
**Local Government Ombudsman**  
**10<sup>th</sup> floor**  
**Millbank Tower**  
**Millbank**  
**London**  
**SW1P 4QP**

**June 2009**

## **Section 2: LGO developments**

### **Introduction**

This annual review also provides an opportunity to bring councils up to date on developments – current and proposed – in the LGO and to seek feedback. It includes our proposal to introduce a 'statement of reasons' for Ombudsmen decisions.

### **Council First**

From 1 April 2009, the LGO has considered complaints only where the council's own complaints procedure has been completed. Local authorities have been informed of these new arrangements, including some notable exceptions. We will carefully monitor the impact of this change during the course of the year.

### **Statement of reasons: consultation**

The Local Government and Public Involvement in Health Act 2007 made provision for the LGO to publish statements of reasons relating to the individual decisions of an Ombudsman following the investigation of a complaint. The Ombudsmen are now consulting local government on their proposal to use statements of reasons. The proposal is that these will comprise a short summary (about one page of A4) of the complaint, the investigation, the findings and the recommended remedy. The statement, naming the council but not the complainant, would usually be published on our website.

We plan to consult local authorities on the detail of these statements with a view to implementing them from October 2009.

### **Making Experiences Count (MEC)**

The new formal, one stage complaint handling arrangement for adult social care was also introduced from 1 April 2009. The LGO is looking to ensure that this formal stage is observed by complainants before the Ombudsmen will consider any such complaint, although some may be treated as exceptions under the Council First approach. The LGO also recognises that during the transition from the existing scheme to the new scheme there is going to be a mixed approach to considering complaints as some may have originated before 1 April 2009. The LGO will endeavour to provide support, as necessary, through dedicated events for complaints-handling staff in adult social care departments.

### **Training in complaint handling**

Effective Complaint Handling in Adult Social Care is the latest addition to our range of training courses for local authority staff. This adds to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution), and courses for social care staff at both of these levels. Demand for our training in complaint handling remains high. A total of 129 courses were delivered in 2008/09. Feedback from participants shows that they find it stimulating, challenging and beneficial in their work in dealing with complaints.

### **Adult Social Care Self-funding**

The Health Bill 2009 proposes for the LGO to extend its jurisdiction to cover an independent complaints-handling role in respect of self-funded adult social care. The new service will commence in 2010.

### **Internal schools management**

The Apprenticeship, Skills, Children and Learning Bill (ASCL) 2009 proposes making the LGO the host for a new independent complaints-handling function for schools. In essence, we would consider the complaint after the governing body of the school had considered it. Subject to legislation, the new service would be introduced, in pilot form, probably in September 2010.

### **Further developments**

I hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your local authority. We will keep you up to date through LGO Link as each development progresses but if there is anything you wish to discuss in the meantime please let me know.

**Tony Redmond**  
**Local Government Ombudsman**  
10<sup>th</sup> floor  
**Millbank Tower**  
**Millbank**  
**London**  
**SW1P 4QP**

**June 2009**



# Appendix 1: Notes to assist interpretation of the statistics 2008/09

## Introduction

This year, the annual review only shows 2008/09 figures for enquiries and complaints received, and for decisions taken. This is because the change in the way we operate (explained in the introduction to the review) means that these statistics are not directly comparable with statistics from previous years.

### Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

**Formal/informal prematures:** The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter. These are 'formal premature complaints'. We now also include 'informal' premature complaints here, where advice is given to the complainant making an enquiry that their complaint is premature. The total of premature complaints shown in this line *does not include* the number of resubmitted premature complaints (see below).

**Advice given:** These are enquiries where the LGO Advice Team has given advice on why the Ombudsman would not be able to consider the complaint, other than the complaint being premature. For example, the complaint may clearly be outside the Ombudsman's jurisdiction. It also includes cases where the complainant has not given enough information for clear advice to be given, but they have, in any case, decided not to pursue the complaint.

**Forwarded to the investigative team (resubmitted prematures):** These are cases where there was either a formal premature decision, or the complainant was given informal advice that their case was premature, and the complainant has resubmitted their complaint to the Ombudsman after it has been put to the council. *These figures need to be added to the numbers for formal/informal premature complaints (see above) to get the full total number of premature complaints. They also needed to be added to the 'forwarded to the investigative team (new)' to get the total number of forwarded complaints.*

**Forwarded to the investigative team (new):** These are the complaints that have been forwarded from the LGO Advice Team to the Investigative Team for further consideration. The figures may include some complaints that the Investigative Team has received but where we have not yet contacted the council.

## Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2008/09 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2008/09 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

**MI reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

**LS (local settlements):** decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

**M reps:** where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

**NM reps:** where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

**No mal:** decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

**Omb disc:** decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

**Outside jurisdiction:** these are cases which were outside the Ombudsman's jurisdiction.

## Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

## Table 4. Average local authority response times 2008/09

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

LGO Advice Team

Enquiries and complaints received	Adult care services	Children and family services	Education	Housing	Benefits	Public Finance inc. Local Taxation	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	3	4	0	12	2	2	5	4	8	40
Advice given	1	1	4	5	2	2	0	2	5	22
Forwarded to investigative team (resubmitted premises)	1	0	1	5	0	0	2	4	5	18
Forwarded to investigative team (new)	1	2	7	22	3	4	6	5	10	60
<b>Total</b>	<b>6</b>	<b>7</b>	<b>12</b>	<b>44</b>	<b>7</b>	<b>8</b>	<b>13</b>	<b>15</b>	<b>28</b>	<b>140</b>

Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction	Total
01/04/2008 / 31/03/2009	0	21	0	0	29	17	15	82

Average local authority response times 01/04/2008 to 31/03/2009

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
1/04/2008 / 31/03/2009	50	19.3
2007 / 2008	50	16.2
2006 / 2007	46	18.9

Types of authority	<= 28 days %		29 - 35 days %		> = 36 days %	
		%		%		%
District councils	60	20	20	20	20	20
Unitary authorities	56	35	35	35	9	9
Metropolitan authorities	67	19	19	19	14	14
County councils	62	32	32	32	6	6
London boroughs	58	27	27	27	15	15
National park authorities	100	0	0	0	0	0

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# Agenda Item 9.2

<b>Committee:</b> Overview & Scrutiny	<b>Date:</b> 28 <sup>th</sup> July 2009	<b>Classification:</b> Unrestricted	<b>Report No:</b>	<b>Agenda Item:</b>
<b>Report of:</b> Assistant Chief Executive Corporate Director of Resources <b>Originating officer(s)</b> Louise Russell, Head of Strategy and Performance Alan Finch, Service Head Corporate Finance		<b>Title:</b> Annual Report 2008-09 <b>Wards Affected:</b> All		

## 1 BACKGROUND

1.1 This is the Council's combined annual service and financial performance report, which covers the authority's progress against the actions in the Strategic Plan, Strategic and Priority performance indicators and its financial position for year end 2008/09. This reports includes end of year monitoring updates for:

- the Council's Strategic Plan;
- all Strategic and National performance indicators; and
- Corporate Revenue Budget Monitoring.

1.2 The report comprises a review of progress in 2008/09 in relation to our Strategic Plan, key strategic indicators and revenue budget. More detailed performance and financial information is contained in the report appendices, as follows:

- Appendix 1 provides an overview of performance for all of the Council's Strategic Indicators (the Tower Hamlets Index) which represent the key priorities for the Council.
- Appendix 2 provides an overview of performance for all other National Indicators.
- A Resident Summary report is provided at Appendix 3. This report summarises our annual performance in 2008/09, focusing particularly on issues residents have told us are important to them, and will form the content of a pull-out in East End Life to be circulated to all residents once the annual report has been agreed by Cabinet.
- Appendix 4 details total General Fund net expenditure and Directorate outturns for the year compared to budget, together with reasons for significant variances. It also details net revenue expenditure for the Housing Revenue Account.
- Appendix 5 details trading accounts' performance and proposed transfers to and from earmarked reserves.

- Appendix 6 sets out the outcome for Service Improvement Growth and savings decisions taken in respect of 2008-09.
- 1.3 This report is due to be considered by Overview and Scrutiny Committee at its meeting on 28<sup>th</sup> July and Cabinet at its meeting on July 29<sup>th</sup>. Subsequent to that the full report will be published on the Council’s website and the Residents summary version published in East End Life.

**2. RECOMMENDATIONS**

**Overview and Scrutiny Committee** is requested to:

- 2.1 Review and note the performance information set out in the report.
- 2.2 Consider any further action or research required to ensure performance improvement and recommend Cabinet accordingly.

**Cabinet** is requested to –

- 2.3 Consider any further action requested by the Overview and Scrutiny Committee.
- 2.4 Note progress as detailed in the report and the appendices attached.
- 2.5 Note the Council’s end year performance, including areas where further work is needed to ensure we deliver improved outcomes.
- 2.6 Approve the Residents Summary in Appendix 3 and authorise the Assistant Chief Executive to make changes to the Residents Summary following consultation with the lead member.
- 2.7 Note the Council’s financial outturn for 2008-09 as set out in section 5 of the report and at Appendix 4.
- 2.8 Approve the transfers to and from earmarked reserves, as set out in the report and at Appendix 5.

**3. BUDGET & PERFORMANCE OVERVIEW**

- 3.1.1 The Council has made considerable progress against its Strategic Plan objectives, and progress by Community Plan theme is summarised in section 4 of this report, together with relevant performance outturn information. Cases where Strategic Plan actions have not been completed are also identified and explained.
- 3.1.2 The Council annually sets ambitious and challenging targets for all our Strategic indicators. All targets are required to exceed the previous year’s outturn, exceed the previous year’s target and to achieve London top quartile performance within 3 years. This year we have achieved 42% of our challenging Strategic targets. Our performance has improved for the majority of indicators. 67% of Strategic and 77% of National indicators have improved (where data is available).

- 3.1.3 Analysis in this report is currently based on incomplete data as performance data for some indicators is not yet available. This is because the data source used to calculate these indicators is external to the Council and the various organisations and agencies responsible for reporting these indicators are completing internal audit processes before releasing outturn information. Discussions with our national benchmarking club have confirmed that this is not unusual.
- 3.1.4 A more in-depth analysis of 2008/09 performance will be made to the Council's Performance Review Group in August drawing on more up to date data and comparative benchmarking information which we expect to be available by then. Many of the areas where we have failed to meet targets or where there is insufficient improvement are already subject to regular review at PRG. Based on the 2008/09 analysis PRG will identify other areas of performance which are not showing sufficiently rapid improvement, or where we are falling behind comparators, and appropriate officers will be expected to demonstrate that robust improvement plans are in place.
- 3.1.5 Actual General Fund revenue expenditure showed an underspend of £2.856m as at 31<sup>st</sup> March 2009, compared with a projected underspend of £2.328m reported to the Cabinet at the end of the third quarter of the financial year. The underspend reduces to £1.588m after taking account of transfers to and from earmarked reserves which Members are asked to approve. The outturn position is summarised by directorates in Appendix 4 which also includes a more detailed analysis of service areas, highlighting major variances. The budget includes some transfers to or from earmarked reserves agreed during the year and Directorates propose further transfers which require the approval of Cabinet. These are at Appendix 5 for approval. Appendix 5 also includes financial performance information for activities which are reported as trading accounts. Appendix 6 reviews the achievement of SIG/efficiency savings for the year and sets out the outcome of investment in Service Improvement Growth.

## 4 Review of Progress by Community Plan theme

### 4.1 One Tower Hamlets

One Tower Hamlets is the overarching theme of our Community Plan, which lays out our vision for the borough until 2020. One Tower Hamlets captures the aspiration of residents and partners to make Tower Hamlets a place in which people live together harmoniously and are treated with respect and fairness regardless of their differences.

Within the Strategic Plan, there are 2 priorities under this theme:

- To reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services
- Working efficiently and effectively as One Council

#### 4.1.1 Reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services

One Tower Hamlets – Priority 1	2007/08	2008/09	Improving?
S102 - % of top 5% of earners of LA staff that are women	52.71	50.47	N
S103 - The percentage of the top 5% of Local Authority staff who are from an ethnic minority.	17.43	17.1	N
S104 - Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)	3.51	2.1	N
NI001 - Percentage of people who believe people from different backgrounds get on well together in their local area	N/A	62.5	N/A
NI005 - Overall/general satisfaction with local area	N/A	69.1	N/A

In January 2009 the Council was externally assessed by the IDeA as retaining Level 5 of the revised Equality Standard for Local Government. This assessment confirmed our rating at Level 5 and identified key areas for development in meeting the new Equalities Framework requirements against which we will be assessed in autumn 2009.

During 2008/09 we produced three new Equality Schemes for age, religion / belief and sexual orientation, and fully refreshed our Race Equality Scheme. We are using these to ensure we are prepared for the legal obligations arising from the new equality duty. This work involved a full analysis of inequality between individuals and groups in the borough across the 6 equalities strands, enabling us to identify areas of persistent and systemic inequality within each Community Plan theme. Tower Hamlets is ranked 7<sup>th</sup> in the Stonewall Equalities Index.



We have a well-embedded Workforce to Reflect the Community strategy which has led to an increase of BME staff, 39% in 2002/03 to 48.4% in 2008/09, of which 19% are Bangladeshi. This has been achieved through a wide range of successful recruitment, training and employment schemes for local people including our Youth Training scheme and Graduate Development Programme.

We have exceeded our target for the percentage of senior staff that are women with an outturn of 50.47%, but progress on targets to achieve BME representation at senior level has slowed after some years of improvement, and we still need to do more to meet challenging targets for senior staff with a disability.

Consequently we have undertaken Equalities Impact Assessments of progression routes and existing positive action schemes. As a result we have refreshed our Workforce to Reflect the Community strategy with a very clear focus on these areas and specific proposals and targets formally agreed with each Directorate.

This past year has seen the implementation of new Partnership governance arrangements – in line with the Government White Paper ‘Communities in Control’ and the duty to involve local people. A strategic-level Equalities Impact Assessment (EqIA) of the Partnership was undertaken in 2008/09, with the aim to ensure that the new arrangements met the needs of local communities and targeted groups.

We have achieved our LAA target for Preventing Violent Extremism (PVE) and have undertaken a wide-ranging commissioning exercise, informed by local consultation and engagement, and involving the police and Government Office to allocate over £800K of funding to 28 local initiatives addressing the PVE agenda in relation to priority local communities and issues, including young people, intergenerational, women, communications, Somali and other non-Bengali Muslims, Mosques, Interfaith, ex-offenders and research. Each project has clear agreed target outcomes against which progress will be monitored. We have also developed and implemented a programme of work responding to the report of the Commission on Cohesion and Integration.

Results from the Place Survey present a mixed picture. There are significant indications of progress in some areas, such as an increase in satisfaction with the local area from 62% to 69%. In a range of areas we fared relatively poorly compared to other London boroughs, for example with regards to cohesion, (NI1001), was 62.4% in 2008/09, down from 69% in 2006/07. Although in many cases these findings are not reflected in our Annual Residents Survey, which shows a more positive picture. According to the Place Survey, we are ranked third in London on civic participation (NI 3), and other community engagement measures show Tower Hamlets to be at least on a par with London. Place Survey results have been subject to significant levels of discussion and challenge from Lead Members and officers. To explore and understand the local drivers for our Place Survey results we are undertaking qualitative research, including in-depth profiling of key groups. This work will inform an action plan to address any areas of concern which arise.

Levels of child poverty in the borough are too high – according to the latest available data over 46% of children were living in families dependent on out of work benefits. Reducing levels of child poverty is a Community Plan priority - at the heart of achieving ‘One Tower Hamlets’ - a cross-cutting priority in our new three year Children and Young People’s Plan

and we've recently agreed our first child poverty strategy with shared accountability across the Council and partner agencies.

In 2008/09 we continued to make progress by adopting a holistic approach to the child poverty agenda, including a clear focus on breaking intergenerational cycles of deprivation and removing barriers to work. This has included innovative community-based programmes to get parents into sustainable employment, significant investment in adult basic skills, literacy and ESOL classes and maximising the potential of community resources, in particular our Children's Centres, to engage hard to reach parents.

In recognition of our progress, we were awarded Beacon Status for our approach to tackling and preventing child poverty.

#### 4.1.2 Working effectively and efficiently as one Council

One Tower Hamlets – Priority 2	2007/08	2008/09	Improving?
S101 - Percentage of undisputed invoices paid on time	87.87	88.38	Y
S106 - Response time to members enquiries - % completed within 10 working days - Corporate	70.06	76.31	Y
S105 - Number of working days/shifts lost to sickness absence per employee	8.69	8.95	N
S107 - Percentage of complaints completed in time - Council as a whole - Stage 1	74	82	Y
S108 - Percentage of residents agreeing that the Council "provides value for money for the council tax/pay"	41	43	Y
S109 - Percent of calls to Hot Lines answered	N/A	92.9	N/A
S110 - Average waiting time for calls to Hot Lines to be answered	N/A	33	N/A
S111 - First contact resolution of calls to Hot Lines	N/A	90	N/A

Corporately, continued efforts have been made to meet our objective of working efficiently and effectively as One Council. We have further embedded a strategic approach to efficiency and value for money: the Council's Service & Financial Planning process was reformed during 2008 into a revised Strategic & Resource Planning Process. SARP supports the delivery of improved service outcomes by moving resources to immediate priorities. In 2008/9 we further strengthened the SARP process by undertaking a stock take of the current relationship between resource investment and outcomes. We used the information from this to provide member-led challenge in all service areas. This resulted in Cabinet redirecting £42.2m locally generated capital funding over the next three years and £3.5m of Area Based Grant to service improvement priorities including £2.4m for our pioneering and highly successful participatory budget process. The percentage of residents agreeing that the Council "provides value for money for the council tax/pay" in 2008/09 increased to 43%,

although the target for 2008/09 was missed despite the borough retaining one of the lowest Council Taxes in London. More work is planned to ensure that we are fully informing residents of the services they receive for their Council Tax and how they can access these.

Corporate governance arrangements for the efficient management of resources have also been reformed during 2008. The Corporate Director of Resources led a review of governance arrangements for resource management that replaced existing structures with three Corporate Boards: the Asset and Capital Strategy Board owns the Council's Asset Management and Capital Investment Strategies including Housing investment, Mainstream Education, Local Priorities, all prudential borrowing and Section 106 schemes; the Competition Board owns the Council's Procurement and Market Testing Strategies; and the Transformation Board leads cross-cutting transformation projects and delivery of enabling strategies including the ICT / Information Management Strategies and Channel Strategy.

Improvements to the effective and efficient utilisation of our property portfolio have been ongoing and the team's role has focussed on both strategic and operational activities. Not all projected activity was completed, due to changes in key personnel and priorities but good progress has now been made in setting out direction for the development of an Asset Strategy (process approved by Cabinet in February 2009) and also improving our approach to the management of surplus and potentially surplus property. Processes for the management of commercial property are now in place and embedded, and clear plans are in place to improve management in this area.

The Council is seeking ways to ensure service to customers is responsive and reduces avoidable contact. Although slightly delayed by the establishment of the new Corporate Boards, the new Transformation Board is now overseeing the development of an ambitious Channel Strategy which is now two thirds complete. The Channel Strategy will review front and back office processes so that our customers can resolve their enquiry at the first point of contact through their channel of choice and in such a way as to maximise efficiency. We have assessed current levels of avoidable contact within the Council as being 25.47% of calls (NI14), which initial indications demonstrate is very slightly above the national average of 22%. Service based action plans and proposals in the Channel Strategy are being developed to reduce this figure during 2009/10. In 2008/09 we resolved calls to our Hotlines first time in 90% of cases, exceeding our target. We just failed to meet our targets for average waiting time for calls to be answered and percentage of calls answered.

We have worked with our partners to strengthen decision-making and accountability throughout partnership structures and governance. This included the development of a new Partnership Communications Strategy; revised information governance arrangements within the LSP; and the production of action plans for each LAP. Corporately, work has also been undertaken to modernise the Council's democratic structures including the introduction of the statutory Community Call for Action from April 2009. Additional proposals, to enhance accountability through 'webcasting' and Touring Council Meetings, were developed in February 2009 but members have indicated they wish to discuss the detail of these further before deciding how to proceed.

Work to enhance the Council's reputation under the Brighter Borough theme has been substantially completed, and greater co-ordination of the Council's marketing and

communications activity was achieved during 2008/09. Additional planned work to develop the Council brand as a destination and area of first choice is now underway.

A Service Improvement Review to improve speed of payment of invoices was completed towards the end of the year and there has been a slight increase in performance on percentage of undisputed invoices paid on time to 88.38%, although this is still below our top quartile target. An improvement plan is being implemented, restructuring in Payments has now been completed and a new system for scanning and circulating invoices is being tested and will be in place by the end of May. The planned Requisition to Pay (R2P) project is intended to further accelerate performance and procurement and implementation is due to take place during 2009/10.

The work of the Members' Enquiries Improvement Project has led to a steep increase in performance during the year and the 85% target has been achieved for all Members' Enquiries responded to in the last five months of the year (from November 2008). Taking the year as a whole, 77% of all Members' Enquiries were responded to within the 10 working day deadline. This is a significant improvement on the 07/08 figure of 70.06%. Ongoing monitoring is in place to ensure this level of performance is maintained in 09/10.

The number of working days/shifts lost to sickness absence per employee was 8.95 in 2008/09, which missed our target. There has been an increase in sickness absence in two directorates and in schools over the past year. The Council is introducing a number of health and wellbeing initiatives in partnership with NHS Tower Hamlets. Sickness absence is robustly monitored and scrutinised by CMT and PRG on a quarterly basis.

## 4.2 A Great Place to Live

Within the Strategic Plan, there are 4 priorities within this theme:

- Providing affordable housing and strong neighbourhoods
- Strengthening and connecting communities
- Supporting vibrant town centres and a cleaner, safer public realm
- Improving the environment and tackling climate change

### 4.2.1 Providing affordable housing and strong neighbourhoods

<b>A Great Place to Live – Priority 1</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI154 - Net additional homes provided	-	1816	N/A
NI155 – Number of affordable homes delivered (gross)	-	989	N/A
S223 - Number of social rented housing completions for family housing (gross)	-	159	N/A
S203 - Percentage reduction of tenanted non-decent homes in homes transferred to RSLs through Housing Choice	1%	3.7%	Y
NI158 - Percentage non-decent council homes (original)	61.8%	57.61%	Y

S201 – No. of households who considered themselves as homeless, who approached the local authority's housing advice service's), and for whom housing advice casework intervention resolved their situation.	7	8.87	Y
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The new Housing Strategy has now been approved. The new Strategy follows extensive consultation with residents and partners and includes a focus on affordability, families and reducing overcrowding, including the delivery of new family homes and prioritised actions to reduce homelessness.

Increasing the overall supply of housing across all tenures, including family housing has been particularly challenging in 2008/09. The current economic climate has adversely impacted housing delivery; 1816 net additional homes have been built in 2008/09 (NI154) against a target of 2999. Of these 989 have been affordable homes (NI155) against a target of 1688, and 159 homes delivered have been family sized. A range of activities are being undertaken to encourage further growth including; working with RSLs to monitor progress on a scheme by scheme basis, focusing on a number of sites which are in public or social ownership and can be developed with a reduced dependency on cross subsidy from market sales, and maximising opportunities that come from a range of housing delivery packages from the Government and working in partnership with RSLs to obtain and maximize the benefits.

The structural changes in the housing market, caused by the financial crisis and subsequent economic downturn, have similarly affected our major housing regeneration schemes, although there is on-going progress. Ocean Estate key activity has slipped, but the Council is now in competitive dialogue with a single development partner and has approached the new Homes and Communities regarding financially supporting the project. The Blackwall Reach scheme has been delayed by the Certificate of Immunity (CoI) decision which was announced in late April 2009. A CoI from listing was issued and now major progress will be made in 2009/10 in recruiting a development partner for the overall project.

Our performance processing planning applications within approved timescales is improving and on target, with the exception of NI157a (major applications). Tower Hamlets receives a comparatively high number of large-scale major planning applications. These are very complex applications that often include Environmental Impact Assessments and require liaison with GLA, GOL etc, which increases the length of time needed to arrive at a decision. This has historically hindered our performance. Planning Performance Agreements (PPA) are now being negotiated with the applicants which agree a time scale for the determination of the application that more reasonably relates to its complexity. Officers expect targets to be met in 2009/10 as the impact of PPAs becomes more embedded in the planning process.

The Local Development Framework draft Core Strategy is currently out to consultation, final approval of the Core Strategy will enable completion of a number of Masterplans (Fish Island and News International included) which were delayed in order to better align with it. Development of the Housing Strategy was delayed due to staffing shortages in the Housing Strategy team. Following recruitment, the strategy was approved at Cabinet in May. The Overcrowding Reduction Strategy, which was delayed following development of the Housing Strategy was also agreed at May Cabinet.

Our ALMO, Tower Hamlets Homes was established in 2008/09. There is now a new Board, new Chief Executive and new senior management team in place. Investment for decent homes is dependent on achievement of at least a 2\* assessment at our inspection due in spring 2010. Performance across the majority of Tower Hamlets Homes indicators has improved in relation to last year's performance. This was particularly the case concerning non urgent repairs being completed quicker and in general more residents being satisfied with the repairs made. In order to gain 2\* status key areas for improvement have been identified and will be monitored on a monthly basis as part of Tower Hamlets Homes' Service Improvement Plan. This will complement the monitoring of Business Critical PI's and tie in with the existing performance reporting framework.

Significant progress has been made in achieving the decent homes standard both within stock transferred to RSLs and our retained stock. Housing Choice, our stock transfer programme, delivered the transfer of 13,296 homes to eight separate RSLs, securing £413.6m investment. At the point of transfer 60.7% of the 8,796 tenanted units transferred were non-decent. This had reduced by April 2008 to 44.1% of transferred stock being non decent. At the end of 2008/09 this had further decreased to 40%, exceeding the target. Our expectation, reinforced by the trend so far, is that all stock transferred to RSLs will be decent by 2010.

From 2003/04 until mid-year 2008/09, non-decency in the Council stock has decreased by 20.25%. At the end of 2008/09 the percentage of non-decent council homes (NI158) was 57.61%, which although an improvement on 2007/08, fell short of the target of 51%. The Housing Health and Safety Rating System (HHSRS) is more stringent than the old fitness standard, requiring more elements to be met for a property to be classified as decent. These elements are seen as adding a more holistic dimension to the definition i.e. the inclusion of 'overcrowding' as a criteria, rather than concentrating more heavily on the physicality of the building. We are in the process of agreeing an investment plan with CLG which will lead to the achievement of the decent homes standard in our retained housing stock by 2017.

The percentage of Council Housing Tenants satisfied with the overall service provided by their landlord in 2008/09 improved to 58%, although failing to achieve the 61% target.

Demand for housing in Tower Hamlets remains acutely high. There is a shortage of affordable accommodation and it is the most overcrowded borough in the country. Despite the large number of homeless preventions (likely to be top quartile both in London and nationally) the number of people requiring, and being entitled to, accommodation from the Council shows no sign of reducing. Although the service continues to deliver strong performance in preventing homelessness, the Council has been less successful in moving people from temporary to permanent accommodation. The number of households living in temporary accommodation (NI156) has fallen from 2483 in 2007/8 to 2420 in 2008/9 but the target has not been met. We will continue to further develop our prevention work which involves home visits and negotiating with hosts, mediation, advice about other options including funding private sector rent deposits and better use of supported accommodation, aiming for a further reduction of up to 5% in 2009/10.

#### 4.2.2 Strengthening and connecting communities

A Great Place to Live – Priority 2	2007/08	2008/09	Improving?
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S220 - Percentage of people asked who think that leisure and sports facilities are good, very good or excellent	46%	45%	N
S202 - Number of physical visits to public library premises per 1000 population	9710.7	9284.76	N
S217 - Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent	54%	53%	N
NI004 - % of people who feel they can influence decisions in their locality	-	35.7	N/A
S221 - Percentage of residents who agree that the Council is doing a good job: borough average	68	69	Y

The implementation plan for the Council's new Sustainable Transport Strategy - 'Making Connections - towards a climate-friendly transport future 2008-2033' was completed during 2008/09. This will ensure key elements of the plan are progressed and completed to deadline. These key elements include working with TfL on developing 17 cycle hire docking stations within the zone 1 portion of the Borough, also developing a new 10 year cycling plan and encouraging the development of car free development. Further work is also programmed to optimise the opportunities for our local communities from the DLR 3-car upgrade project, the new Shoreditch High Street East London Railway (ELR) station and planning for the new Crossrail Line 1 station at Whitechapel and Canary Wharf.

In 2008/09, satisfaction with leisure and sports facilities was 45%; this narrowly missed our target of 47%, and was marginally down on last year's score of 46%. However, the actual user satisfaction rating for leisure facilities was 65% which is 7 percentage points above the London average. We are developing Leisure Centre and Playing Pitch Strategies in 2009/10 to improve provision and continue to increase satisfaction.

Our engagement rates for libraries and museums / galleries are above both the national and London averages with engagement in the arts in the second quartile nationally. 62% of those asked in the Active People Survey said that they had visited a museums or gallery (NI10) in the last year. Tower Hamlets was the only London local authority to have been selected for the "Find your Talent" Pathfinder programme to provide five hours of cultural activity for every child. The decision to award this pilot status to Tower Hamlets demonstrates high levels of confidence in the quality of our approach to an integrated cultural offer for children and young people.

September 2008 saw the launch of the Cultural Olympiad, a four-year programme of cultural and sporting activity running up to the 2012 Olympic Games. This aims to increase the visibility of the arts and creative industries in the Borough to visitors, engage local people and promote community cohesion, raise local ambitions through training and skills enhancement, and promote Tower Hamlets as a venue destination post-2012. In May 2009 we successfully delivered a Baishakhi Mela in Banglatown Brick Lane, which saw around

95,000 people attending to the event, and are currently developing a community management infrastructure to take it forward in 2010. We began preparatory work around Banglatown and Brick Lane to regenerate and environmentally improve the area in early 2009, with project and site works through the rest of the year.

Our engagement in libraries places Tower Hamlets joint third nationally behind the City of London and Harrow. Visitor numbers for Idea Stores continue to buck the national trend and have risen to around two million. The number of physical visits to public library premises per 1000 population in 2008/09 was 9284.8; this is below target and fewer than 2007/08.

Although half of all sites exceeded the targets set, there were shortfalls at Canary Wharf, Bow and Chrisp Street. The former was caused by very disruptive building work that had not been anticipated, while the continuing vacancy of the former Safeway's supermarket at Bow affected footfall in the whole area. Following a performance check, there is evidence that the electronic counter at Chrisp Street has been under-counting visitors reducing numbers at this site by as much as 10%. The RFID programme planned for 2009-10 will introduce accurate electronic counters at all sites. The percentage of people satisfied with libraries as assessed by the Annual Residents Survey was 55%, sustaining our 2007/08 performance, but falling short of the 58% target for 2008/09. However, actual user satisfaction with library services remains significantly higher at 76% - an improvement of 4% on 2007/08.

The Council actively engaged and consulted with key stakeholders in developing the proposals for Bancroft Library, and formed a steering group comprised of these stakeholders from the local community. This group will help to advise on the future development of the building and provide a basis for more formalised consultation mechanism as the development progresses.

To address the shortfall in residents' satisfaction with parks and open spaces (53%, down marginally from 54% last year), an extensive parks improvement programme is in place in the Borough – with 26 parks receiving around £4.5m of capital investment over two years. In addition, £3m capital has been allocated for the Path Playfinder programme for development or improvement of 28 outdoor play spaces and adventure playgrounds. Development of a Victoria Park Masterplan will see investment over the next three years of almost £10m capital - £5.05m through the Borough and £4.9m allocated through the BIG/Heritage Lottery Fund. Mile End Park was the first local authority-run park to introduce enabled maps for the site, enhancing accessibility for deaf and disabled people as well as encouraging usage by a multi-cultural community of the comprehensive facilities on offer. There was at least one free family event each month at the park throughout 2008/09, and work on an older people's garden has also begun.

#### 4.2.3 Supporting vibrant town centres and a cleaner, safer public realm

A Great Place to Live – Priority 3	2007/08	2008/09	Improving?
NI195a - Percentage of key areas assessed to be below standard for litter	13%	11%	Y
NI195b - Percentage of key areas assessed to be below standard for detritus	15%	12%	Y
NI195c - Percentage of key areas assessed to be below	14%	16%	N



standard for graffiti			
NI195d - Percentage of key areas assessed to be below standard for flyposting	6%	5%	N
S216 - Percentage of people who think that street cleaning is good, very good or excellent (ARS)	51%	59%	Y
S218 - Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very big problem"	18%	16%	Y
NI192 - Percentage of household waste recycled and composted	12.89%	19.5%	Y
NI047 - People killed or seriously injured in road traffic accidents	-	-9.1	N/A
NI186 - Per capita reduction in CO2 emissions in the LA area	-	N/A	N/A

Our Public Realm Cleanliness Improvement Plan was prepared and implemented this year. As a result, street cleansing targets (LAANI195) were met for litter, with a 15% improvement, and detritus with a 20% improvement. The first year LAA targets for graffiti (8%) and flyposting (3%) were not met. Service provision has been re-evaluated with investment in two more graffiti teams, and increased enforcement activity against illegal advertising is being stepped up in 2009/10.

Improvements in street cleanliness have been recognised by local people, with an 8% increase in satisfaction this year (as measured by the Annual Residents Survey), which is above our target and 4% better than the London average.

There have also been improved perceptions of antisocial behaviour, with only 16% percent of residents viewing rubbish and litter lying around as "a very big problem". This is an improvement on 18% in 2007/08 and better than our target.

The Recycling Improvement Plan was implemented in 2008/09 which has led to strong performance improvement against recycling indicator NI192. Initiatives such as the high profile 'We Can Recycle More' campaign, food waste, green waste collections and street cleansing waste recycling have had a real impact. This has been coupled with increases in participation in response to a community based advertising campaign. As a result our recycling rate has increased by over 50% this year, from 12.9% in 2007/08 to 19.5% in April 2009.

We are taking an active role in seeking to maximise the opportunity of the 2012 Olympic and Paralympic Games for further development, investment and transformation of the borough. We have progressed the High Street 2012 project, a strategic regeneration initiative which seeks to maximise investment along this key arterial route to support its continuation as a vibrant and lively place for residents, workers and visitors and to engage local people in regeneration activity and the 2012 Olympic Games. The Vision Study is completed and a £1million grant from English Heritage secured, matched with £1 million from the Council to

undertake an historic buildings improvement scheme. Work is ongoing to develop the vision into a deliverable programme of projects and actions.

#### 4.2.4 Improving the environment and tackling climate change

The Carbon Management Plan was agreed by Cabinet in April 2009. This sets ambitious targets to reduce CO2 emissions by 25% in 2012; 40% by 2016 and 60% by 2020. The action plan contains a range of projects to deliver these targets in the short, medium and long term. This has also allowed us to calculate our baseline for NI185, carbon emissions from Council operations, and establish target areas to accelerate CO2 reduction as the Government's Carbon Reduction Commitment is introduced from 2010. Together with partners, we have begun to introduce measures that will impact on our LAA target to reduce carbon emissions across the whole borough.

#### 4.3 A Prosperous Community

Within the Strategic Plan, there are 3 priorities within this theme:

- Supporting excellent learning opportunities for all
- Reducing worklessness
- Fostering Enterprise

##### 4.3.1 Supporting excellent learning opportunities for all

<b>A Prosperous Community – Priority 1</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI75 - % of pupils achieving 5 or more GCSEs at grades A*-C, including English & Maths	36.5	41.2	Y
NI73 - Achievement at level 4 or above in both English and Maths at key stage 2	72%	74%	Y
S301 - Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets	621.5	639.5	Y
NI101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	-	6.67	N/A
NI079 - Achievement of a Level 2 qualification by the age of 19	62.3	65	Y
NI080 - Achievement of a Level 3 qualification by the age of 19	37.1	38	Y
NI072 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	38.9	40	Y
NI110 - Young people's participation in positive activities	-	70.3	N/A

NI106 - Young people from low income backgrounds progressing to higher education (removing gap)	-	LATE (JUN)	N/A
NI076 - Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2.	-	3	N/A
NI077 - Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3.	-	3	N/A
NI078 - Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths	-	3	N/A
NI087 - Secondary school persistent absence rate	5.5	6.4	N

We achieved a 12.8% improvement in the attainment of 5 A\* – C at GCSE including English and Maths. This has been achieved through ambitious target setting, embedding reliable systems to track pupil progress and targeting school improvement work to raise standards at all stages of learning. In addition, 74% of pupils at Key Stage 2 achieved level 4 or above in both English and Maths (NI073) and although we didn't achieve our ambitious target of 79%, this represents a 2% improvement on last year and is 1% above the national average. The percentage of 11 year olds achieving the target level for their age in mathematics and science is now above national averages and results for English are at the national average.

'A' level attainment has also improved. The average point score per candidate is 639.5, up by 18 points on 2007 results, which represents the highest attainment in inner London. Although Tower Hamlets did not meet its ambitious target of 670, there was a significant improvement in both average points score per pupil (APS) and average points score per entry. The authority is working closely with the Learning and Skills Council in supporting schools and colleges to ensure that the ambitious targets for 2009 are achievable.

More of our young people than ever are applying for, and going on into, higher education. In 2008, 919 Tower Hamlets young people (aged under 20) were accepted by Higher Education institutions. This compares to 771 in 2006.

6.67% of looked after children achieved 5 A\* -C GCSE's, including English and Maths which did not meet our ambitious target of 17%. The cohort for this group is very small (30 this year) so the attainment of one pupil has a disproportionate effect on performance of this indicator. An action plan to improve educational outcomes for looked after children was implemented this year. We significantly improved our performance on pupils sitting at least 1 GCSE from 63% to 70% and more young people are remaining engaged in education, employment or training on leaving care, demonstrating we are doing better with the most disadvantaged young people.

We are making strong progress with the Building Schools for the Future programme, with work now having begun on three secondary sites in the borough. The primary school capital

investment programme was also launched in July 2008. These are the biggest capital programmes schools have seen for over twenty years and will see all schools either rebuilt or refurbished over the next ten years.

Additional revenue of £1m has been allocated to the youth service resulting in 41 additional sessions each week and an increase of over 40% in the proportion of young people who have contact with our youth services. In 2008/09 70.3% of young people in Tower Hamlets participated in positive activities (NI110), above both the London and national average.

We have not achieved our 2008/09 target for achievement of Level 1 literacy qualifications (including ESOL) but we are working with partners and have put in place measures to improve this in 2009/10 and beyond. In 2008/09 we introduced better initial diagnosis and assessment of learners' needs and skills at the enrolment stage and additional resources through Working Neighbourhoods Fund will increase the number of available places at Level 1 in 2009/10.

A refresh of the IDEA Store Strategy, including consultation, was carried out during 2008/09, and the final report is going to Cabinet in July 2009. This has informed the development of a new model for Idea Stores and libraries based around a "Metro" version of the IDEA store concept with increased access to health and employment services.

#### 4.3.2 Reducing worklessness

<b>A Prosperous Community – Priority 2</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI151 - Employment rate	58.4%	60.8%	Y
NI153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	27.1%	25.4%	Y
NI152 - Working age people on out of work benefits	17.4%	17.1%	Y
NI117 - Percentage of 16-18 year olds who are not in education, employment or training	8.2%	6.7%	Y
NI146 - Adults with learning disabilities in employment	-	2.7%	N/A
NI150 - Adults receiving secondary mental health services in employment	-	58.14	N/A
LAALocal001 - ESOL Entry Level One Completions	335	400	Y
NI110 - Young people's participation in positive activities	-	70.3	N/A
NI116 - Proportion of children in poverty	46.4	LATE (JULY)	N/A

We have achieved our targets for our two key, interlinked LAA indicators - the overall employment rate (NI151) and working age people on out of work benefits (NI152) at 17.1%. However, whilst performance is currently above target, delays in receiving data from central Government mean that this does not reflect the more recent impact of the economic downturn. More regular monitoring of the claimant count for Job Seekers' Allowance, a

useful though not directly comparable proxy for these indicators, demonstrates that the previous downward trend in JSA claimants in the borough began to reverse around August 08. Since September the claimant count has risen by c.1,700 claimants; roughly 1.1% of the boroughs working population. Further analysis is scheduled to project the likely impact this current trend will have upon our LAA worklessness targets.

We have prioritised funding through our Working Neighbourhood Fund commissioning activity to minimise the impact of the recession on local people, through continuing to support them into work through our successful skills and job brokerage projects. The numbers of residents assisted into employment reported by Skillsmatch for the financial year 08/09 is 538. The results are an improvement on last year's figures, despite the changes in Government approaches and the downturn in the economy. In addition, 640 local workless residents have been assisted into employment through the City Strategy approach.

We are especially pleased with the success of our work to reduce the number of young people not in education, employment or training (NI117). Our proactive and targeted partnership action has led to a decrease in the NEET rate from 11% in 2006/07 to 8.2% in 2007/08 and 6.7% in 2008/09; a 40% decrease in 2 years. As a result, we have exceeded our ambitious target for 2008/09.

Data for NI146 (adults with learning disabilities in employment) recorded an employment rate of 2.7% for 2008/09. We did not achieve our target to increase the number of vulnerable adults case managed by services referred to employment projects by 50%, however there was a 31% increase (195 in 2007/08 to 256 in 2008/09). An employment strategy for vulnerable adults within the borough is due to be completed in summer 2009 and projects working with groups other than mental health clients (e.g. clients with physical disabilities or learning disabilities) will begin in 2009/10.

As a local area we experience the highest levels of child poverty in England, but in 2008/09 we continued to make progress by adopting a holistic approach to the child poverty agenda, including a clear focus on breaking intergenerational cycles of deprivation and removing barriers to work. This has included innovative community-based programmes to get parents into sustainable employment, significant investment in adult basic skills, literacy and ESOL classes and maximising the potential of community resources, in particular our Children's Centres, to engage hard to reach parents. This year we were awarded Beacon Status for our approach to tackling and preventing child poverty and developed our first child poverty strategy with shared accountability across the Council and partner agencies.

#### 4.3.3 Fostering Enterprise

<b>A Prosperous Community – Priority 3</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI007 - Environment for a thriving third sector	-	21.1	N/A

An action plan for enterprise support for local SMEs was agreed in September 2008 and £8.984 million worth of contracts were secured by local SMEs through the East London Business Place programme. Our Enterprise Task Group has overseen the East London Business Place programme which has, over the last financial year, assisted 340 local companies to secure £6.3m worth of contracts. 35% of these businesses are classed as

BAME, 17% led by women and 2% classed as disability-led. We have just completed an Enterprise Framework document with an action plan to improve co-ordination and strengthen local enterprise support which will be implemented through the Enterprise Task Group.

Strong partnership working with the third sector is a crucial success factor that cuts across all Community Plan Delivery Groups, with a lead provided by Prosperous Communities. The importance of this reflected by the inclusion of NI7 (environment for a thriving third sector), which measures statutory sector support to the third sector, in our LAA. Our baseline performance, 21.1%, is 5% better than the national average but we are determined to improve on this. As such we have with NHS Tower Hamlets jointly commissioned a review of our third sector strategy which is to be completed in the second quarter of 2009/10. Our analysis of NI7 indicates that it reflects a level of excellent practice but some lack of consistency. Our revised strategy will address this.

#### 4.4 A Safe and Supportive Community

Within the Strategic Plan, there are 3 priorities within this theme:

- Tackling and preventing crime
- Empowering older and vulnerable people and supporting families
- Focusing on early intervention

##### 4.4.1 Tackling and preventing crime

<b>A Safe and Supportive Community – Priority 1</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI15 - Number of most serious violent crimes per 1,000 population.		2.35	N/A
NI16 - Serious acquisitive crime rate (per 1000 population)	33.44	25.51	Y
NI018 - Rate of proven re-offending by adults under Probation supervision		9.35	N/A
NI019 - Rate of proven re-offending by young offenders aged 10-17			N/A
NI021 - Dealing with local concerns about anti-social behaviour and crime issues by the local council and police		23.3	N/A
NI33a&b -Deliberate arson incidents (per 10,000 population)	50.6	30.98	Y
NI040 - Number of drug users recorded as being in effective treatment		LATE (AUG)	N/A
NI42 - Perceptions of drug use or drug dealing as a problem	68	60.5	Y

NI35 - Building resilience to violent extremism	12	16	Y
S401 - Percentage of residents identifying crime within their top three concerns (ARS)	55	47	N/A

Crime has fallen in the Borough for the fifth successive year and we are one of only two areas in London with a Police performance scorecard with only green traffic lights. (Please note that this data provisional at present) Particular successes include:

- 23.7% drop in Serious Acquisitive Crime (LAA NI16), the 2<sup>nd</sup> best performance in London, against a target of a 4.2% reduction
- 21.8% drop in robbery following a 28.2% drop in 2007/08
- 31.9% drop in residential burglary, the largest decrease in London
- 21.8% drop in theft of motor vehicles (4<sup>th</sup> best in London), 18.7% drop in theft from motor vehicles (6<sup>th</sup> best in London)
- 29.2% drop in gun crime following a 34.3% drop in 2007/08
- 22.2% drop in youth violence, the 4<sup>th</sup> largest in London
- A 13.5% drop in knife crime

The Place Survey showed a number of improvements in perception of anti-social behaviour since the last equivalent survey in 2006/07:

- 7% reduction in concern about people using or dealing drugs (LAA)
- 6% reduction in concern about vandalism, graffiti and other
- 6% reduction in concern about teenagers hanging around
- 3% reduction in concern about abandoned or burnt out cars
- 2% reduction in concern about noisy neighbours or loud parties

These reductions in crime and the perception of crime have been achieved by comprehensive and evidence-led partnership intervention. Key contributions from the Council's side this year have included our CCTV Control Centre which is generating 40 arrests each month, the Preventing Crime Programme which has seen £3m invested in crime prevention improvements since 2006, co-ordinating a multi-agency month of action on Brick Lane and our Beacon Award winning Reducing Reoffending programme. As noted under One Tower Hamlets, we have achieved our LAA target for Preventing Violent Extremism (PVE).

#### 4.4.2 Empowering older and vulnerable people and supporting families

<b>A Safe and Supportive Community – Priority 2</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI135 - Carers receiving needs assessment or review and a specific carer's service, or advice and information.	26.3	30.1	Y

The work of our services in safeguarding children was assessed as 'good' by Ofsted in April 2008. As a result of our continued focus in this area, a range of key indicators are showing service improvements for looked after and at risk children. Stability of placements for looked after children has improved this year, on both short term and long term measures (NI062

and NI063). Our effectiveness has also successfully decreased the percentage of children becoming the subject of Child Protection Plan for a second or subsequent time by almost 50% (NI064).

Last year's CSCI assessment of our performance on safeguarding adults was 'good'. We have this year implemented our new safeguarding quality assurance framework, previously identified as the key area for improvement. We have further strengthened both our multi-agency partnership working on this through the Safeguarding Adults Board, and enhanced publicity and information available to residents and professionals. We have continued to have a significant focus on potential abuse in institutional settings, and have worked closely with the regulator, with the PCT, and with providers on some complex investigations.

We have made strong progress in meeting our quality of life priorities for adult services including achieving a shift from institutional to community and home-based support, and from targeted care support to early intervention, prevention, access to universal services and promotion of ordinary lifestyles. The number of older people supported to live at home (former PAF indicator C32) increased by 8.3%.

In March 2009 we received a Beacon Award for Positive Engagement with Older People in recognition of our work to develop an innovative approach towards improving health, wellbeing, social engagement and independence. This focused particularly on our LinkAge Plus (LA+) programme which involves over 30 agencies working collaboratively to provide a single point of access to services following an holistic assessment of need. The Council and the PCT agreed to mainstream the funding of this programme when DWP funding ended.

Work to improve support and information to carers has continued throughout 2008/09, including the development of a new borough wide Multi-Agency Carers Strategy. There have been a number of initiatives implemented to improve access to, and the quality of, support to children and young people with disabilities and their families. Our performance (NI135) on carers' receiving a needs assessment, review or service improved has been exceeded by 33% during 2008/9.

Although considerable progress has been made towards agreeing detailed proposals for the planned integration of services of commissioning and service provision across health and social care, there has been some slippage. This is substantially the result of competing organisational pressures within the PCT, for example in responding to the changing London-wide and national framework for the commissioning and provision of health services. Detailed proposals for the integration for Community Nursing and Older People's Service teams have now been developed and are part of a successful submission to the Department of Health to be an integrated health pilot. It is anticipated that this will accelerate progress during 2009/10.

#### **4.4.3 Focusing on early intervention**

We continue to make progress and place considerable emphasis on our work around early intervention and the work we do with parents and families. In terms of universal services, we now have 21 Children's Centres operating in the borough, providing a holistic service to young children and their families. We have also improved our provision of information and advice to parents on how to access affordable childcare through Children's Centres,



Extended Services and the Family Information Service. Likewise, job brokerage is being rolled out successfully in Children's Centres, supporting parents into employment and training opportunities.

We have also worked in partnership with NHS Tower Hamlets to pilot the Family Nurse Partnership, a project providing intensive maternity support to vulnerable young women. Through the Children and Young People's Plan we will be extending this further to reach and support more young families.

Specialist services, such as the Family Intervention Project (FIP), are enabling us to support families with more complex needs better. Tower Hamlets' FIP is regarded as one of the best in London and in 2008/09 we expanded the service to support families of prisoners. In addition, we have piloted the Baby FIP model, merging whole family intervention and early prevention approaches. Through the Children and Young People's Plan we will be rolling out this programme, implementing the lessons learnt from the pilot stage, and linking it into the Family Nurse Partnership.

Alongside this, steered by the Think Family Board, good progress has been made to develop systems of multi-agency referral, assessment and service delivery through a whole family model of support to prevent children becoming at risk of harm and neglect. We have also introduced a family assessment framework, based on the Common Assessment Framework (CAF) which uses a scoring system to evaluate the progress of interventions. Our family and parenting strategy is also being refreshed – our first Parental Engagement Strategy continues to be used nationally as a model of excellence.

#### **4.5 A Healthy Community**

Within the Strategic Plan, there are 3 priorities within this theme:

- Improving access to and experience of local health services
- Improving health and reducing differences in people's health by promoting healthy lifestyles
- Supporting mental health services to improve mental health

##### **4.5.1 Improving access to and experience of local health services**

The Health Scrutiny Panel has successfully completed year three of their four year work programme to address health inequalities in the borough. During 2008/09 this has included a major review on the issue of end of life care, as well as a Challenge Session focussing on the Joint Strategic Needs Assessment. Alongside their regular meetings, these pieces of work ensure that the Panel continue to address the health needs of all our communities, particularly those who may face disadvantage. Additionally, members of the Tower Hamlets Local Involvement Network (THINK) have been co-opted onto the Health Scrutiny Panel

##### **4.5.2 Improving health and reducing differences in people's health by promoting healthy lifestyles**

<b>A Healthy Community – Priority 2</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Improving?</b>
NI123 - Number of people who have stopped smoking	1220	1253	Y
NI056d - Percentage of primary school age children in year 6 who are obese	23	24.49	N
NI08 - Adult participation in sport and active recreation.		17.7	N/A
NI112 - Percentage reduction in Under-18 conception rate (compared to 1998 rate)	-24.9%	-20.8%	N
NI120a - All-age all cause mortality rate - Male		856.14	N/A
NI120b - All-age all cause mortality rate - Female		577.34	N/A

The number of people assessed to have stopped smoking (NI123) in 2008/09 was 1253. This exceeded the target of 1025 and was a slight improvement of 2007/08. During 2008/09 the roll out of the pilot, peer-led, stop smoking intervention project 'ASSIST' to year 8 schools was also completed.

Work to ensure prompt access to treatment and support for young people who misuse substances, has not met its strategic plan target for 2008/09. This remains an area of concern that is being closely monitored by commissioners and the National Treatment Agency (NTA). A new contract for delivering the treatment service has now been implemented which includes robust targets for improving performance in this area, with performance monitored quarterly. An improvement is expected by the end of Q1 in 2009/10.

We have exceeded our target for NI55d (Percentage of children in reception with height and weight recorded who are obese) but performance on our LAA target for the percentage of children in Year 6 recorded as obese (NI056d) reflected the National and London trend, with an increase in the prevalence of obesity. This is the first year of implementing the multi-agency Healthy Weight, Healthy Lives in Tower Hamlets strategy and we know that it will be very challenging to slow down the rise in child obesity. The strategy includes a range of preventive programmes in schools and community settings and also two child weight management programmes - BEST and Activ8. We have now secured funding (£4.68 million from December 2008 to March 2011) to build on this work and work towards 'becoming a healthy borough' working on the wider determinants of physical activity and food consumption across 3 themes - Healthy Environments, Healthy Organisations and Healthy Communities.

A targeted programme to improve the health of adults by increasing the number who undertake regular physical activity was introduced after a review into the structure and programmes of the sport and physical activity team. The new programme specifically targets areas within the borough with the lowest levels of physical activity. Adult participation in sport and active recreation (NI008) dropped in 2008/09 to 17.7%. The Active People Survey showed a similar fall in participation across London, indicating that there was a general trend which was reflected in Tower Hamlets. To redress this, new initiatives have been introduced, including free swimming and a drive to increase exercise by older people ("Young at Heart"). Our target for 2008/09 was 20.7% and the last recorded figure, in 2006/07, was 19.7%

The development of an Olympic Sports Legacy Development Programme has been completed, including identifying a package of sports courses and competitions for Olympic branding and completing a feasibility study into securing, in partnership with LDA & LB Newham, leisure water in the Olympic Aquatics Centre.

The most recently published data shows that there was a slight increase in the rate of under 18 conceptions, although it remains relatively low. There is a time lag in the reporting of this indicator and recently released provisional data for the first quarter of 2008 reveals our lowest ever figures which are also well below the national average. There are a number of planned projects to decrease teenage conception, including continuation of local media campaigns to advertise sexual health clinics in areas that teenagers frequent, and campaigns to raise young people's self-esteem and awareness about sexual health. We are also targeting interventions at young women most at risk of becoming pregnant in partnership with local schools. It is hoped that these and other projects will help to further decrease the rate of teenage pregnancy in the borough.

#### **4.5.3 Supporting mental health services to improve mental health**

The Council and Partnership has continued to promote the recovery agenda across adult and mental health community services, and this work is ongoing. During 2008/9 the focus of activity was around accommodation and housing, which resulted in additional activity in the 'move-on' of individuals into independent and supported accommodation. Other work included establishing a Community Services Forum; increasing the numbers worked with by the newly established Rehab and Recovery Team by 20%; and developing strategies for Community Services. However, due to a restructure at the East London Foundation Trust the strategies for Community Services are not yet in place. The proposals are scheduled to be agreed by June 2009 and implemented by October 2009.

Planned work to improve prevention, early intervention and access to emotional health services for children was completed, and this included the extension of the transition worker support programme to support 20% more young people; the implementation of Social and Emotional Aspects of Learning (SEAL) in all Primary schools; and the extension of early intervention mental health support delivered through schools and Children's Centres.

## **5. Review of Financial Performance**

5.1 The General Fund outturn for 2008-09 is summarised in the following table. This indicates a net underspend of £2.856m for the year, which compares with a projected outturn of £2.328m as at 31<sup>st</sup> December 2008. The table sets out expenditure in each Directorate and a detailed explanation as to how actual spending compares with the budget is set out at Appendix 4.

### **General Fund**

	<b>Budget 2008-09</b>	<b>Outturn 2008-09</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>

Adults, Health & Wellbeing	84,890	83,247	(1,643)
Children's, Schools & Families	87,092	88,206	1,114
Communities, Localities & Culture	71,680	70,924	(756)
Development & Renewal	14,846	15,158	312
Chief Executive's	11,585	10,814	(771)
Resources	13,108	12,881	(227)
Capital Financing & Other	12,297	11,412	(885)
<b>Total</b>	<b>295,498</b>	<b>292,642</b>	<b>(2,856)</b>

- 5.2 In addition, a Local Public Service Agreement Grant entitlement of £2.348m was notified at the end of the financial year. It is proposed that this amount is allocated to an earmarked reserve so that decisions about spending can be taken at a later date. The Council's accounts have been prepared on this basis.
- 5.3 Appendix 4 also sets out the outturn for the Housing Revenue Account. Members agreed a net use of reserves of approximately £7.1m during the financial year. The final outturn shows that additional balances of £4.8m were utilised. Tower Hamlets Homes generated a £1.4m surplus. Under the terms of the management agreement this surplus is available to fund future HRA priorities agreed with the Council.
- 5.4 The year end increase in the HRA provision for bad debt was £0.7m in excess of that estimated. These resources are set aside to be utilised in the event that debts cannot be recovered in future. A major delivery objective within Tower Hamlets Homes Service Improvement Plan relates to the recovery of debt, and it is anticipated that success in this area will enable the provisions for bad debts to be reduced in future years.
- 5.5 Provision was made in previous years for the one off costs associated with the restructure of the housing service. The residual use of the resources is reflected in the outturn.
- 5.6 It should be noted that Members agreed in February 2009 that £6m of resources from the Decent Homes reserve and £3.9m of general HRA balances will be made available towards the financing of the overcrowding strategy in 2009-10 and 2010-11.
- 5.7 Appendix 5 sets out the recommended payments into and out of earmarked reserves for the year 2008-09. This indicates those which were previously agreed as part of the budget and are therefore reflected in the outturn figure above, and a number of additional adjustments requested by Directorates for which Cabinet approval is required. In most cases this involves requests from Directorates to carry forward items of expenditure allocated for a purpose in a previous year but where expenditure had not taken place by the year end. A summary of adjustments requiring approval is set out below:

	<b>Requests for transfers to/(from) reserves</b>
	<b>£'000</b>
Adults, Health & Wellbeing	1,177
Children's, Schools & Families	(422)
Communities, Localities & Culture	81
Development & Renewal	(131)
Chief Executive's	350
Resources	213
Capital Financing & Other	-
<b>Total</b>	<b>1,268</b>

In addition, Members are requested to approve 3 further transfers detailed in Appendix 5

- The allocation of LPSA reward grant to an earmarked reserve
- Carrying forward £5.7m in ABG allocated to services in 2008-09 but unspent
- The allocation of £0.113m in reserves which are no longer required

5.8 If these adjustments are approved, a net amount of £1.268m will be allocated to earmarked reserves, leaving £1.588m to be allocated to General Balances. This compares with a revised budgeted allocation to General Balances of £0.200m. The outcome of these financial results is that, as at 31<sup>st</sup> March 2009, and assuming the payments to and from earmarked reserves as set out in Appendix 5 are approved, the Council's General Reserves stood at £27.102m and the Housing Revenue Balance was £23.301m.

5.9 As Members will recall, General Reserves are currently being maintained at a relatively high level in view of the risks arising from the economic downturn and officers' advice at this stage is that the increase in General Reserves is not available to be allocated to spending. Risks will be kept under review throughout the forthcoming period.

5.10 Appendix 6 provides additional information relating to the Council's financial performance in 2008-09. This comprises:

- Spending on Service Improvement Growth approved for 2008-09
- Performance in delivery of efficiency savings agreed for 2008-09

- 5.11 Overall the investment in Service Improvement Growth has resulted in many of the targets set being met during 2008-09. Further focus is now needed in 2009-10 to build on the performance in these areas and to improve performance in those areas that did not meet the targets set during 2008-09.
- 5.12 In terms of efficiency savings, £6.214m of efficiency gains were achieved, against a target of £6.346m. Adverse winter weather led to failure to achieve savings on highways maintenance and in a number of other areas the full benefit of efficiency measures introduced will not be felt until 2009-10.
- 5.13 The table below shows debt collection performance for the major types of debt for the year 31<sup>st</sup> March 2009. The figures relate to debt raised since 1<sup>st</sup> April 2008 and collected in year. In addition, a proportion of debt is collected as arrears, so a greater proportion of debt is collected than these targets indicate. Thus the targets exclude, for example, debt that is collected in instalments over more than one year. It should be appreciated that some types of debt are subject to statutory appeals procedures which limit or delay the collection of debt.

<b>Income Stream</b>	<b>Target Debt to be Collected in Year</b>	<b>Actual Debt Collected as at 31/03/09</b>	<b>Target Met?</b>
	%	%	
Business Rates	98.0	98.6	Yes
Central Income	85.0	86.1	Yes
Council Tax	96.5	95.0	No
Housing Rent	99.9	99.7	No
Major Works	10.0	8.0	No
Service Charges	60.0	57.8	No
Parking	65.0	63.4	No

5.14 Income Collection Performance Analysis

- Council Tax – collection performance in Council Tax has risen again to 95%, the highest rate ever achieved, when other Council's are facing a drop in their performance.
- Business Rates – The introduction of charges to empty properties this year has had an impact on the collection rates but the team have still achieved the target set in a very difficult economic climate.

- Central Income – The central income team continues to be an effective collector of income and exceeded the target set for 2008-09.
- Service charges and major works – a key delivery objective for Tower Hamlets Homes is the recovery of debt. A major review of procedures and data is on going which is facilitating arrears recovery during 2009-10. This has been successful and will be extended to other accounts as the outstanding balances continue to be verified. In the case of major works debt, invoices are of high value and most leaseholders exercise their option to pay over 24 months (interest free) or 5 years, where interest is charged in years 3-5. This has a significant effect on collection rates.

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

- 6.1 This report sets out the performance of the authority against priority performance indicators for the year. Financial results reflect the Council's final accounts which were approved by Cabinet on 29<sup>th</sup> June 2009.
- 6.2. The presentation of financial results alongside other performance outputs represents good practice as it enables performance in both areas to be considered alongside one another and thus actions can be taken on the basis of a balanced overall view.

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

- 7.1. The report provides monitoring information relating to the strategic plan, performance indicators and the budget.
- 7.2. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted and agreements entered into such as the local area agreement. In addition, section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 7.3. As regards the budget monitoring, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The review of the Council's financial position on the basis of the information provided as part of this report may be viewed as part of discharging this obligation.
- 7.4. Cabinet is asked to approve a report summarising performance in the local strategic partnership for publication in the East End Life. There is no reason why Cabinet should not approve that report.
- 7.5. Cabinet is asked to approve transfers from reserves as specified in Appendix 5. Pursuant to section 27 of the Local Government Act 2003, it is the responsibility of the Chief Finance Officer to monitor the Council's reserves and report to the authority in specified circumstances. The Council's Financial Regulations provide that the Chief Finance Officer will advise Cabinet on prudent levels of reserves. Against this

background the Chief Finance Officer may recommend and Cabinet may approve transfers from reserves.

## **8. ONE TOWER HAMLETS CONSIDERATIONS**

- 8.1 The Council's Strategic Plan is focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, plan priorities include the reduction of inequalities and the fostering of strong community cohesion and are supported by a variety of strategic activities.

## **9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 9.1 The Year 1 Action Plan also contains key initiatives which support the priority of improving the environment and tackling climate change.

## **10. RISK MANAGEMENT IMPLICATIONS**

- 10.1 In line with the Council's risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.
- 10.2 There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.
- 10.3 The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.
- 10.4 The projected favourable variance on the revenue outturn is mainly due to the receipt of interest on investments. This has become a high risk area with the current volatility in the economy and financial markets.

## **11. EFFICIENCY STATEMENT**

- 11.1 The efficiency statement is covered in section 4.1.2 of the report and Appendix 6a.

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**Local Government Act, 1972 Section 100D (As amended)**

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



**Brief description of “back ground papers”**

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

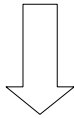
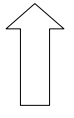
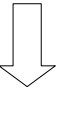
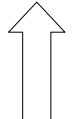
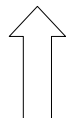
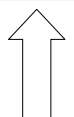
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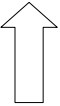

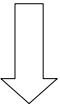
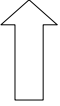

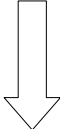
## **12 APPENDICES**


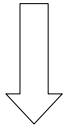



12.1 The report comprises a review of progress in 2008/09 in relation to our Strategic Plan, key strategic indicators and revenue budget. More detailed performance and financial information is contained in the report appendices, as follows:

- Appendix 1 provides an overview of performance for all of the Council's Strategic Indicators (the Tower Hamlets Index) which represent the key priorities for the Council.
- Appendix 2 provides an overview of performance for all other National Indicators.
- A Resident Summary report is provided at Appendix 3. This report summarises our annual performance in 2008/09, focusing particularly on issues residents have told us are important to them, and will form the content of a pull-out in East End Life to be circulated to all residents once the annual report has been agreed by Cabinet.
- Appendix 4 details total General Fund net expenditure and Directorate outturns for the year compared to budget, together with reasons for significant variances. It also details net revenue expenditure for the Housing Revenue Account.
- Appendix 5 details trading accounts' performance and proposed transfers to and from earmarked reserves.
- Appendix 6 SIG/Savings reviews






PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
<b>Theme 1: One Tower Hamlets</b>										
SI101	Percentage of Undisputed Invoices Paid on Time  Good performance: Higher Measured in: % Top Quartile 2007/08: 94.3%	89.82	87.87	88.38	97	98	98	98	Roger Jones  Resources Cllr O Ahmed	↑
SI102	Percentage of top 5% of earners of Local Authority staff that are women.  Good performance: Higher Measured in: % Top Quartile 2007/08: 49.1%	53.21	52.71	50.47	50	50	50	50	Deb Clarke  Resources Cllr O Ahmed	↓
SI103	The percentage of the top 5% of Local Authority staff who are from an ethnic minority.  Good performance: Higher Measured in: % Top Quartile 2007/08: 18.9%	15.26	17.43	17.1	22	25	27	30	Deb Clarke  Resources Cllr O Ahmed	↓
SI104	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)  Good performance: Higher Measured in: % Top Quartile 2007/08: 4.8%	4.62	3.51	2.1	4.1	4.7	5.4	5.5	Deb Clarke  Resources Lead Member: Cllr O Ahmed	↓
SI105	Number of working days/shifts lost to sickness absence per employee.  Good performance: Lower Measured in: % Top Quartile 2007/08: 8.3%	7.92	8.69	8.95	7.5	7	6.5	6.5	Deb Clarke  Resources Cllr O Ahmed	↓
SI106	Response time to members enquiries - % completed within 10 working days - Corporate  Good performance: Higher Measured in: %	9	70.06	76.31	85	85	87	90	John Williams  Chief Executive's Directorate Cllr O Ahmed	↑
SI107	Percentage of complaints completed in time - Council as a whole - Stage 1  Good performance: Higher Measured in: %	65	74	82	80	85	86	87	Claire Symonds  Resources Cllr O Ahmed	↑
SI108	Percentage of residents agreeing that the Council "provides value for money for the council tax/pay"  Good performance: Higher Measured in: %	37	41	43	45	50	51		Alan Finch  Resources Cllr O Ahmed	↑
SI109	Percent of calls to Hot Lines answered  Good performance: Higher Measured in: %		N/A	92.9	95	95	96	97	Claire Symonds  Resources Cllr O Ahmed	
SI110	Average waiting time for calls to Hot Lines to be answered  Good performance: Lower Measured in: Number		N/A	33	30	30	27.5	25	Claire Symonds  Resources Cllr O Ahmed	

PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
SI111	First contact resolution of calls to Hot Lines  Good performance: Higher Measured in: %		N/A	90	80	90	92.5	95	Claire Symonds  Resources  Cllr O Ahmed	
<b>Theme 2: A Great Place to Live</b>										
NI001	Percentage of people who believe people from different backgrounds get on well together in their local area  Good performance: Higher Measured in: % Top Quartile 2007/08: 84%	69		62.5			66.40		Michael Keating  Chief Executive's  Cllr J Peck	
NI004	% of people who feel they can influence decisions in their locality  Good performance: Higher Measured in: %			35.7			38		Shazia Hussain  Communities, Localities & Culture  Cllr R Khan	
NI005	Overall/general satisfaction with local area  Good performance: Higher Measured in: %	62		69.1			72.6		Shazia Hussain  Communities, Localities & Culture  Cllr R Khan	
SI202	Number of physical visits to public library premises per 1000 population  Good performance: Higher Measured in: Number	9265	9710.7	9284.76	9438.9	9202.36	9144.34	9089.05	Heather Bonfield  Communities, Localities & Culture  Cllr R Ahmed	
NI154	Net additional homes provided  Good performance: Higher Measured in: Number			1816	2999	2999	2999	1870	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI155	Number of affordable homes delivered (gross)  Good performance: Higher Measured in: Number			989	1688	1688	1688	1033	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI158	Percentage non-decent council homes (original)  Good performance: Lower Measured in: Number Top Quartile 2007/08: 25.8%		61.8	57.61	51	49	47	45	Jackie Odunoye  Development & Renewal  Cllr M Francis	
SI201	The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.  Good performance: Higher Measured in: Number Top Quartile 2007/08: 8.5%	5	7	8.87	8	8	9	10	John Roog  Adults, Health & Wellbeing  Cllr A Ali	
SI203	Percentage reduction of tenanted non-decent homes in homes transferred to RSLs through Housing Choice  Good performance: Higher Measured in: %		1	3.7	1	5	49		Jackie Odunoye  Development & Renewal  Cllr M Francis	

PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
SI223	Number of social rented housing completions for family housing (gross figures only)  Good performance: Higher Measured in: Number			159	467	467	467	607	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI047	People killed or seriously injured in road traffic accidents  Good performance: Higher Measured in: %	3.9		-9.1	-1.6	3.1	11.9	5.4	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
NI186	Per capita reduction in CO2 emissions in the LA area  Good performance: Lower Measured in: %			N/A	0.206	0.618	1.3	tbc	Jackie Odunoye  Communities, Culture & Localities  Cllr A Ullah	
NI192	Percentage of household waste sent for reuse, recycling and composting  Good performance: Higher Measured in: %	12	12.89	19.26	19	26	32	32 (prov)	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
NI195a	Improved street and environmental cleanliness - litter  Good performance: Lower Measured in: %		13	11	12	10	8	8 (prov)	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
NI195b	Improved street and environmental cleanliness - detritus  Good performance: Lower Measured in: %		15	12	13	12	10	10 (prov)	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
NI195c	Improved street and environmental cleanliness - graffiti  Good performance: Lower Measured in: %	13	14	16	8	7	6	6 (prov)	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
NI195d	National195d - Improved street and environmental cleanliness - fly-posting  Good performance: Lower Measured in: %	6	6	5	3	2	2	2 (prov)	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
SI216	Percentage of people who think that street cleaning is good, very good or excellent (ARS)  Good performance: Higher Measured in: %		51	59	53	61	63	65	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
SI217	Percentage of people asked who think that parks, playgrounds and open spaces are good, very good or excellent  Good performance: Higher Measured in: %	50	54	53	56	58	60	62	Heather Bonfield  Communities, Culture & Localities  Cllr R Ahmed	

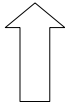
PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
SI218	Improved perceptions of antisocial behaviour: reduced percentage of the population who view rubbish and litter lying around as "a very big problem".  Good performance: Lower Measured in: %	19	18	16	20	15	14	13	Jamie Blake  Communities, Culture & Localities  Cllr A Ullah	
SI220	Percentage of people asked who think that leisure and sports facilities are good, very good or excellent  Good performance: Higher Measured in: %	43	46	45	47	46	47	48	Heather Bonfield  Communities, Culture & Localities  Cllr R Ahmed	
SI221	Percentage of residents who agree that the Council is doing a good job: borough average  Good performance: Higher Measured in: %		68	69	76	72	75	78	Louise Russell  Chief Executive's  Cllr S Islam	
<b>Theme 3: A Prosperous Community</b>										
NI007	Environment for a thriving third sector.  Good performance: Higher Measured in: % National Average: 16.2%			21.1			27.10%		Lutfur Ali  Chief Executive's  Cllr L Rahman	
NI116	Proportion of children in poverty.  Good performance: Lower Measured in: %	49.8	46.4	LATE (JULY)	45	43.5	41.9	40.3	Carmel Littleton  Children's Services  Cllr A Asad	
LAALoc ai001	ESOL Entry Level One Completions.  Good performance: Higher Measured in: Number		335	400	345	352	362	375	Mary Durkin  Children's Services  Cllr A Asad	
NI110	Young people's participation in positive activities.  Good performance: Higher Measured in: %			70.3		75	81.2	85	Mary Durkin  Children's Services  Cllr A Asad	
NI072	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.  Good performance: Higher Measured in: %	37.4	38.9	40	43.5	45.3	46		Helen Jenner  Children's Services  Cllr A Asad	
NI076	Reduction in number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2.  Good performance: Lower Measured in: %			3	1	1	1		Helen Jenner  Children's Services  Cllr A Asad	
NI077	Reduction in number of schools where fewer than 50% of pupils achieve level 5 or above in both English and Maths at KS3.  Good performance: Lower Measured in: Number			3	0	0	0		Carmel Littleton  Children's Services  Cllr A Asad	




PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
NI078	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*- C grades at GCSE and equivalent including GCSEs in English and Maths.  Good performance: Lower Measured in: Number			3	1	0	0	0	Carmel Littleton  Children's Services  Cllr A Asad	
NI079	Achievement of a Level 2 qualification by the age of 19.  Good performance: Higher Measured in: %	58	62.3	65	67	69.5	71.8	74.3	Carmel Littleton  Children's Services  Cllr A Asad	↑
NI080	Achievement of a Level 3 qualification by the age of 19.  Good performance: Higher Measured in: %	33	37.1	38	40	43	46	54.9	Carmel Littleton  Children's Services  Cllr A Asad	↑
NI087	Secondary school persistent absence rate.  Good performance: Lower  Measured in: %	5.5	5.5	6.4	5.3	5.1	4.9		Helen Jenner  Children's Services  Cllr A Asad	↓
NI101	National101 - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics).  Good performance: Higher Measured in: %	21		6.67	17	23	20		Helen Jenner  Children's Services  Cllr A Asad	
SI301	Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets.  Good performance: Higher Measured in: Number	606.5	621.5	639.5	670	722			Carmel Littleton  Children's Services  Cllr A Asad	↑
NI106	Young people from low income backgrounds progressing to higher education (removing gap).  Good performance: Lower Measured in: %			LATE (JUN)		2	0	0	Carmel Littleton  Children's Services  Cllr A Asad	
NI117	16 to 18 year olds who are not in education, employment or training (NEET).  Good performance: Lower Measured in: %	11	8.2	6.7	7	6.25	6	5	Mary Durkin  Children's Services  Cllr A Asad	↑
NI146	Adults with learning disabilities in employment.  Good performance: Higher Measured in: %			2.7					John Goldup  Adults, Health & Wellbeing  Cllr A Ali	
NI150	Adults receiving secondary mental health services in employment.  Good performance: Higher Measured in: %	20		58.14					John Goldup  Adults, Health & Wellbeing  Cllr A Ali	

PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
NI151	Overall Employment rate (working-age).  Good performance: Higher Measured in: %	56.5	58.4	60.8	54	54.9	55.7	60.76	Sue Hinds  Development & Renewal  Cllr O Rahman	
NI152	Working age people on out of work benefits.  Good performance: Lower Measured in: %	18.3	17.4	17.1	18.3	17.7	16.8	16.86	Sue Hinds  Development & Renewal  Cllr O Rahman	
NI153	Working age people claiming out of work benefits in the worst performing neighbourhoods.  Good performance: Lower Measured in: %	27.6	27.1	25.4	29	28	26.8	24.93	Sue Hinds  Development & Renewal  Cllr O Rahman	
<b>Theme 4: A Safe and Supportive Community</b>										
NI035	Building resilience to violent extremism For APACS, this indicator will be trialled and evaluated in 2008/09 and as a consequence, it will not be published in APACS or used for assessment in APACS in 2008/09.  Good performance: Higher Measured in: Level		12	16	16	18	20		Michael Keating  Chief Executive's  Cllr J Peck	
NI015	Number of most serious violent crimes per 1,000 population.  Good performance: Lower Measured in: Number		N/A	2.35		2.28	2.19		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI016	Number of serious acquisitive crimes per 1,000 population.  Good performance: Lower Measured in: Number		33.44	25.51	32.04	25.05	24.8		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI018	Rate of proven re-offending by adults under Probation supervision.  Good performance: Lower Measured in: %			9.35		-4.98	-9.97		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI019	Rate of proven re-offending by young offenders aged 10-17.  Good performance: Lower Measured in: Number				117	113	108		Mary Durkin  Children's Services  Cllr A Asad	
NI021	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police.  Good performance: Higher Measured in: %			23.3			33.3		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	

PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
NI033i	Arson incidents - Number of deliberate primary fires per 10,000 population.  Good performance: Lower Measured in: Number		12.6	9.99	12.22	11.9	11.5		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI033ii	Number of deliberate secondary fires per 10,000 population. (Arson).  Good performance: Lower Measured in: Number		38	20.99	36.89	35.8	34.7		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI040	Number of drug users recorded as being in effective treatment.  Good performance: Higher Measured in: Number			LATE (AUG)	1461	1476	1491	1506 (prov)	Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI042	Perceptions of drug use or drug dealing as a problem.  Good performance: Lower Measured in: %	68	63.3	60.5	62		56.5		Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
NI135	Carers receiving needs assessment or review and a specific carer's service, or advice and information.  Good performance: Higher Measured in: %		26.3	30.1	20.9	25.9	30.9		John Goldup  Adults, Health & Wellbeing  Cllr A Ali	
SI401	Percentage of residents identifying crime within their top three concerns (ARS).  Good performance: Lower Measured in: %		55	47	54	46	44	42	Andy Bamber  Communities, Localities & Culture  Cllr A Ullah	
<b>Theme 5: A Healthy Community</b>										
NI008	National008 - Adult participation in sport and active recreation.  Good performance: Higher Measured in: %	19.739		17.7	20.7	18.7	19.7	20.7	Heather Bonfield  Communities, Localities & Culture  Cllr R Ahmed	
NI056d	National056d - Percentage of children in Year 6 with height and weight recorded who are obese.  Good performance: Lower Measured in: %		23	24.49	23.4	23.6	23.7	23.8	Ian Basnett  LBTH / THPCT  Cllr A Asad	
NI112	National112 - Under 18 conception rate.  Good performance: Lower Measured in: %	-24.9	-24.2	-20.8	-43	-44	-55	-55	Esther Trenchard-Mabere  Primary Care Trust  Cllr A Asad	
NI120a	National120a - All-age all cause mortality rate - Male.  Good performance: Lower Measured in: Number			856.14		804	787	749	Ian Basnett  LBTH / THPCT  Cllr A Ali	



PI Ref	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Target 09/10	Target 10/11	Target 11/12	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - 08/09 v 07/08 outturns
NI120b	National120b - All-age all cause mortality rate - Female.  Good performance: Lower Measured in: Number			577.34		555	547	529	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI123	National123 - Stopping smoking.  Good performance: Higher Measured in: Number	1273.8	1220	1253	1025	1043	1061		Ian Basnett  LBTH / THPCT  Cllr A Ali	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
<b>Theme 1: One Tower Hamlets</b>							
NI014	Reducing avoidable contact: Minimising the proportion of customer contact that is of low or no value to the customer  Good Performance: Lower  Measured in: %			25.47	N/A	Claire Symonds  Resources  Cllr O Ahmed	
NI179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year  Good Performance: Higher  Measured in: £	12,550,954	4,296,000	6,214,000	6,635,000	Alan Finch  Resources  Cllr O Ahmed	
<b>Theme 2: A Great Place to Live</b>							
NI002	% of people who feel that they belong to their neighbourhood.  Good Performance: Higher  Measured in: %			42.8	N/A	Michael Keating  Chief Executive's  Cllr J Peck	
NI003	Civic participation in the local area.  Good Performance: Higher  Measured in: %			23.7	n/a	Shazia Hussain  Communities, Localities & Culture  Cllr R Khan	
NI006	Participation in regular volunteering.  Good Performance: Higher  Measured in: %			20.8	n/a	Shazia Hussain  Communities, Localities & Culture  Cllr R Khan	
NI009	Use of public libraries.  Good Performance: Higher  Measured in: %			56.5	n/a	Heather Bonfield  Communities, Localities & Culture  Cllr R Ahmed	
NI010	Visits to museums and galleries.  Good Performance: Higher  Measured in: %			62.1	n/a	Heather Bonfield  Communities, Localities & Culture  Cllr R Ahmed	
NI111	Engagement in the Arts.  Good Performance: Higher  Measured in: %			43.8	n/a	Heather Bonfield  Communities, Localities & Culture  Cllr R Ahmed	
NI138	Satisfaction of people over 65 with both home and neighbourhood.  Good Performance: Higher  Measured in: %	62		63.6	N/A	John Goldup  Adults, Health & Wellbeing  Cllr A Ali	
NI157a	Processing of planning applications within 13 weeks for Major applications.  Good Performance: Higher  Measured in: %	38.33	56.92	47.36	60	Owen Whalley  Development & Renewal  Cllr R Khan	



NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI157b	Processing of planning applications within 8 weeks for Minor applications. Good Performance: Higher Measured in: %	80.49	84.4	87.96	81	Owen Whalley Development & Renewal Cllr R Khan	
NI157c	Processing of planning applications within 8 weeks for Other applications. Good Performance: Higher Measured in: %	84.18	86.6	88.17	86	Owen Whalley Development & Renewal Cllr R Khan	
NI159	Supply of ready to develop housing sites. Good Performance: Higher Measured in: %			LATE (OCT)	90	Jackie Odunoye Development & Renewal Cllr M Francis	
NI160	National160 - Local authority tenants' satisfaction with landlord services. Good Performance: Higher Measured in: %	56.32	56.32	58	61	Jackie Odunoye Development & Renewal Cllr M Francis	
NI167	Congestion – average journey time per mile during the morning peak. Good Performance: Lower Measured in: Number			LATE (JUN)	n/a	Jamie Blake Communities, Localities & Culture Cllr A Ullah	
NI168	National168 - Principal roads where maintenance should be considered. Good Performance: Lower Measured in: %	22		14	9	Jamie Blake Communities, Localities & Culture Cllr A Ullah	
NI169	Non-principal classified roads where maintenance should be considered. Good Performance: Lower Measured in: %	32		14	12	Jamie Blake Communities, Localities & Culture Cllr A Ullah	
NI170	Previously developed land that has been vacant or derelict for more than 5 years. Good Performance: Lower Measured in: %	0.3	1.39	LATE (N/K)	tbc	Jackie Odunoye Development & Renewal Cllr M Francis	
NI175	Access to services and facilities by public transport, walking and cycling. Good Performance: Higher Measured in: %			LATE (JUN)	n/a	Jamie Blake Communities, Localities & Culture Cllr A Ullah	
NI176	Working age people with access to employment by public transport (and other specified modes). Good Performance: Lower Measured in: %			LATE (JUN)	n/a	Jamie Blake Communities, Localities & Culture Cllr A Ullah	
NI177	Local bus and light rail passenger journeys originating in the authority area. Good Performance: N/A Measured in: Number			LATE (JUL)	n/a	Jamie Blake Communities, Localities & Culture Cllr A Ullah	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI178a	Bus services running on time - Percentage of non-frequent services on time.  Good Performance: Higher  Measured in: %			LATE (JUL)	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI178b	National178b - Bus services running on time - Excess waiting time of frequent services (number of minutes).  Good Performance: Lower  Measured in: Number			LATE (JUL)	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI182	Satisfaction of business with local authority regulation services - %.  Good Performance: Higher  Measured in: %			74	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	
NI182a	Satisfaction of business with local authority regulation services - Functions covered by the survey, trading standards.  Good Performance: Higher  Measured in: %			Trading Standards, Env Health & Licensing	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	
NI182bi	Satisfaction of business with local authority regulation services - Number of questionnaires sent to strata 1 (businesses where there is recorded non-compliance)  Good Performance: Higher  Measured in: Number			198	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	
NI182bii	National182bii - Satisfaction of business with local authority regulation services - Number of questionnaires sent to strata 2 (businesses where there is no recorded non-compliance)  Good Performance: N/A  Measured in: Number			198	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	
NI182ci	Satisfaction of business with local authority regulation services - Number of returns from strata 1 (businesses where there is recorded non-compliance)  Good Performance: Higher  Measured in: Number			113	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	
NI182cii	Satisfaction of business with local authority regulation services - Number of returns from strata 2 (businesses where there is no recorded non-compliance)  Good Performance: Higher  Measured in: Number			105	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	
NI182d	Satisfaction of business with local authority regulation services - Any variations from the recommended survey methodology, including postal, frequency & training courses.  Good Performance: N/A  Measured in: Number			n/a	n/a	Bryan Jones  Communities, Localities & Culture  Cllr A Ullah	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI185	CO2 reduction from local authority operations.  Good Performance: Higher  Measured in: %			n/a	N/A	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI187a	Tackling fuel poverty – % of people receiving income based benefits living in homes with a - low energy efficiency rating.  Good Performance: Lower  Measured in: %			2.74	N/A	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI187b	Tackling fuel poverty – % of people receiving income based benefits living in homes with a - high energy efficiency rating.  Good Performance: Higher  Measured in: %			48.03	N/A	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI191	Residual household waste per household.  Good Performance: Lower  Measured in: Number	349.7		543	660	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI193	Percentage of municipal waste land filled.  Good Performance: Lower  Measured in: %	83.1		83.3	85	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI194a	Air quality – Annual % primary PM10 reduction emissions through local authority's estate and operations.  Good Performance: Lower  Measured in: %			LATE (JUL)		Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI194b	Air quality – annual % NOx reduction emissions through local authority's estate and operations.  Good Performance: Lower  Measured in: %			LATE (JUL)	N/A	Jackie Odunoye  Development & Renewal  Cllr M Francis	
NI196	National196 - Improved street and environmental cleanliness – fly tipping.  Good Performance: Lower  Measured in: Number	6884		4 (poor)	1 (very effective)	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198	National198 - Children aged 5 - 16 years travelling to school - mode of transport usually used cars (including vans or taxis, even if the taxi is carrying more than one child).  Good Performance: Lower  Measured in: %			11.4	12	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198ai	Children aged 5-10 years travelling to school – mode of transport usually used cars (including vans and taxis, even if a taxi is carrying more than one child).  Good Performance: Lower  Measured in: %	12.17		14.8	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI198aii	Children aged 11-16 years travelling to school – mode of transport usually used cars (including vans and taxis, even if a taxi is carrying more than one child).  Good Performance: Lower Measured in: %	12.17		6.8	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198bi	National198bi - Children aged 5-10 years travelling to school – mode of transport usually car share.  Good Performance: Lower Measured in: %			0.3	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198bii	Children aged 11-16 years travelling to school – mode of transport usually used car share.  Good Performance: Lower Measured in: %			0.3	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198ci	Children aged 5-10 years travelling to school – mode of transport usually used public transport.  Good Performance: Lower Measured in: %			7.3	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198cii	Children aged 11-16 years travelling to school – mode of transport usually used public transport.  Good Performance: Lower Measured in: %			33.4	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198di	Children aged 5-10 years travelling to school – mode of transport usually used walking.  Good Performance: Higher Measured in: %			76.3	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198dii	Children aged 11-16 years travelling to school – mode of transport usually used walking.  Good Performance: Higher Measured in: %			53.4	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198ei	Children aged 5-10 years travelling to school – mode of transport usually used cycling.  Good Performance: Higher Measured in: %			0.8	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198eii	Children aged 11-16 years travelling to school – mode of transport usually used cycling.  Good Performance: Higher Measured in: %			2	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI198fi	Children aged 5-10 years travelling to school – mode of transport usually used other.  Good Performance: Higher Measured in: %			0.1	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	


NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI198fii	Children aged 11-16 years travelling to school – mode of transport usually used other.  Good Performance: Higher  Measured in: %			0.4	n/a	Jamie Blake  Communities, Localities & Culture  Cllr A Ullah	
NI199	Children and young people's satisfaction with parks and play areas  Good Performance: Higher  Measured in: %			49.3	n/a	Heather Bonfield  Communities, Localities & Culture  Cllr R Ahmed	
<b>Theme 3: A Prosperous Community</b>							
NI073	Achievement at level 4 or above in both English and Maths at Key Stage 2.  Good Performance: Higher  Measured in: %	71	72	74	79	Helen Jenner  Children's Services  Cllr A Asad	↑
NI074	Achievement at level 5 or above in both English and Maths at Key Stage 3.  Good Performance: Higher  Measured in: %		58	57.7	71	Carmel Littleton  Children's Services  Cllr A Asad	↓
NI075	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths.  Good Performance: Higher  Measured in: %	34	36.5	41.2	43	Carmel Littleton  Children's Services  Cllr A Asad	↑
NI081	Inequality gap in the achievement of a Level 3 qualification by the age of 19.  Good Performance: Lower  Measured in: %		9	6	8	Carmel Littleton  Children's Services  Cllr A Asad	↑
NI082	Inequality gap in the achievement of a Level 2 qualification by the age of 19.  Good Performance: Higher  Measured in: %		7	6	5	Carmel Littleton  Children's Services  Cllr A Asad	↓
NI083	Achievement at Level 5 or above in Science at Key Stage 3.  Good Performance: Higher  Measured in: %	57	59	57.4	71	Carmel Littleton  Children's Services  Cllr A Asad	↓
NI084	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent.  Good Performance: Higher  Measured in: %	44.5	46.9	49.2	48	Carmel Littleton  Children's Services  Cllr A Asad	↑
NI085a	Post-16 participation in physical sciences A Level Physics.  Good Performance: Higher  Measured in: Number			31	30	Carmel Littleton  Children's Services  Cllr A Asad	
NI085b	Post-16 participation in physical sciences A Level Chemistry.  Good Performance: Higher  Measured in: Number			90	80	Carmel Littleton  Children's Services  Cllr A Asad	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI085c	Post-16 participation in physical sciences A Level Mathematics.  Good Performance: Higher  Measured in: Number			104	100	Carmel Littleton  Children's Services  Cllr A Asad	
NI086	Secondary schools judged as having good or outstanding standards of behaviour.  Good Performance: Higher  Measured in: %		86.7	80	100	Carmel Littleton  Children's Services  Cllr A Asad	
NI088	Percentage of schools providing access to extended services.  Good Performance: Higher  Measured in: %	41.7	48	90	77	Mary Durkin  Children's Services  Cllr A Asad	
NI089a	Reducing the number of failing schools - Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category.  Good Performance: Lower  Measured in: Number	0	0	0	0	Helen Jenner  Children's Services  Cllr A Asad	
NI089b	To raise school standards by the average time a school spends in failure - Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category.  Good Performance: Lower  Measured in: Months			0	12	Helen Jenner  Children's Services  Cllr A Asad	
NI090	Take up of 14-19 Learning Diplomas.  Good Performance: Higher  Measured in: Number			40	90	Carmel Littleton  Children's Services  Cllr A Asad	
NI091	Participation of 17 year-olds in education or training.  Good Performance: Higher  Measured in: %			80.5	79	Carmel Littleton  Children's Services  Cllr A Asad	
NI092	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest.  Good Performance: Lower  Measured in: %	42.9	40.4	37.3	31.8	Helen Jenner  Children's Services  Cllr A Asad	
NI093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2.  Good Performance: Higher  Measured in: %	88.56	87.9	86.5	N/A	Helen Jenner  Children's Services  Cllr A Asad	
NI094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2.  Good Performance: Higher  Measured in: %	79.11	79.2	84	N/A	Helen Jenner  Children's Services  Cllr A Asad	





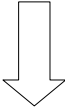
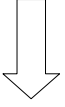
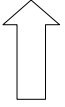
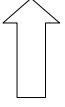
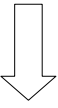
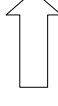
NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI1099	Looked after children reaching level 4 in English at Key Stage 2. Good Performance: Higher Measured in: %	40	50	36.4	50	Helen Jenner Children's Services Cllr A Asad	
NI1100	Looked after children reaching level 4 in mathematics at Key Stage 2. Good Performance: Higher Measured in: %	40	45	36.4	50	Helen Jenner Children's Services Cllr A Asad	
NI102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2. Good Performance: Lower Measured in: %	7.5	13.4	11.5	7	Helen Jenner Children's Services Cllr A Asad	
NI103a	Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the year. Good Performance: Higher Measured in: %		N/A	98.2	100	Helen Jenner Children's Services Cllr A Asad	
NI103b	Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the year. Good Performance: Higher Measured in: %		N/A	75.6	75	Helen Jenner Children's Services Cllr A Asad	
NI104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold. Good Performance: Lower Measured in: %	52.1	38.9	46.1	38.5	Helen Jenner Children's Services Cllr A Asad	
NI105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths. Good Performance: Lower Measured in: %		35.4	33.3	34.5	Carmel Littleton Children's Services Cllr A Asad	
NI107ai	Key Stage 2 attainment for; White - British Good Performance: Higher Measured in: %		69	80.7	N/A	Helen Jenner Children's Services Cllr A Asad	
NI107ci	Key Stage 2 attainment for; Black - Caribbean Heritage Good Performance: Higher Measured in: %		65.2	80.7	N/A	Helen Jenner Children's Services Cllr A Asad	
NI107cii	Key Stage 2 attainment for; Black - African Heritage Good Performance: Higher Measured in: %		74.6		N/A	Helen Jenner Children's Services Cllr A Asad	






NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI107diii	Key Stage 2 attainment for; Asian - Bangladeshi Good Performance: Higher Measured in: %		72.8	73	N/A	Helen Jenner Children's Services Cllr A Asad	↑
NI107ei	Key Stage 2 attainment for; Chinese Good Performance: Higher Measured in: %		88.2	94.4	N/A	Helen Jenner Children's Services Cllr A Asad	↑
NI108ai	Key Stage 4 attainment for; White - British Good Performance: Higher Measured in: %		27	33	N/A	Carmel Littleton Children's Services Cllr A Asad	↑
NI108ci	Key Stage 4 attainment for; Black - Caribbean Heritage Good Performance: Higher Measured in: %		33	35.3	N/A	Carmel Littleton Children's Services Cllr A Asad	↑
NI108cii	Key Stage 4 attainment for; Black - African Heritage Good Performance: Higher Measured in: %		38	37.2	N/A	Carmel Littleton Children's Services Cllr A Asad	↓
NI108diii	Key Stage 4 attainment for; Asian - Bangladeshi Good Performance: Higher Measured in: %		39	42.8	N/A	Carmel Littleton Children's Services Cllr A Asad	↑
NI108ei	Key Stage 4 attainment for; Chinese Good Performance: Higher Measured in: %		39	60.7	N/A	Carmel Littleton Children's Services Cllr A Asad	↓
NI109	Delivery of Sure Start Children's Centres Good Performance: Higher Measured in: Yes/No	100	87	87.5	N/A	Helen Jenner Children's Services Cllr A Asad	↑
NI114	Rate of permanent exclusions from school Good Performance: Lower Measured in: %	0.2	0.14	0.1	0.1	Helen Jenner Children's Services Cllr A Asad	↑
NI148	Care leavers in education, employment or training Good Performance: Higher Measured in: %	67.6	66.67	75	70	Helen Jenner Children's Services Cllr A Asad	↑
NI161	Number of Level 1 qualifications in literacy (including ESOL) achieved. Good Performance: Higher Measured in: Number		428	N/A	591	Mary Durkin Children's Services Cllr A Asad	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI162	Number of Entry Level qualifications in numeracy achieved.  Good Performance: Higher  Measured in: Number		207	N/A	271	Mary Durkin  Children's Services  Cllr A Asad	
NI163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher  Good Performance: Higher  Measured in: %	57.7	60.3	LATE (JUL)	58.8	Mary Durkin  Children's Services  Cllr A Asad	
NI164	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher  Good Performance: Higher  Measured in: %		47.4	LATE (JUL)	43.9	Mary Durkin  Children's Services  Cllr A Asad	
NI165	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher.  Good Performance: Higher  Measured in: %		33.9	LATE (JUL)	28.2	Mary Durkin  Children's Services  Cllr A Asad	
NI166	Median earnings of employees in the area.  Good Performance: Higher  Measured in: £	767.7	814.1		N/A	Chris Holme  Development & Renewal  Cllr R Khan	
NI171	New business registration rate.  Good Performance: Higher  Measured in: Number	70.1	87	124.6	N/A	Sue Hinds  Development & Renewal  Cllr R Khan	
NI172	Percentage of small businesses in an area showing employment growth 2007/08 data will be available from the end of Jan 2009 on the BERR website. ONS are currently in the process of calculating the rates for all Local Authorities centrally.  Good Performance: Higher Measured in: %	12.37			N/A	Sue Hinds  Development & Renewal  Cllr R Khan	
NI173	Flows on to incapacity benefits from employment.  Good Performance: Lower  Measured in: %	8.6	8.7		N/A	Sue Hinds  Development & Renewal  Cllr R Khan	
NI174	Skills gaps in the current workforce reported by employers.  Good Performance: Lower  Measured in: %			13.6	N/A	Sue Hinds  Development & Renewal  Cllr R Khan	
<b>Theme 4: A Safe and Supportive Community</b>							
NI020	Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences.  Good Performance: Lower  Measured in: Number			8.65	n/a	Andy Bamber  Communities, Culture & Localities  Cllr A Ullah	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI022	Perceptions of parents taking responsibility for the behaviour of their children in the area. Good Performance: Higher Measured in: %			19.6	N/A	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI023	Perceptions that people in the area treat one another with respect and consideration. Good Performance: Lower Measured in: %	53.65		50.4		Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI027	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police. Good Performance: Higher Measured in: %			25.7	n/a	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI028	Number of serious violent knife crimes per 1,000 population Good Performance: Lower Measured in: Number	2.16	2.58	2.23	2.43	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI029	Number of gun crimes per 1,000 population. Good Performance: Lower Measured in: Number			0.22	0.29	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI030	The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period. Good Performance: Lower Measured in: Number			N/A	N/A	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI034	Number of domestic homicides per 1,000 population. Good Performance: Lower Measured in: Number	0.001		0.01	0	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI036	Reducing the vulnerability of crowded places from terrorist attack. Good Performance: Higher Measured in: Number			N/A		Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI037	Awareness of civil protection arrangements in the local area Good Performance: Higher Measured in: %			12.8	n/a	Bryan Jones Communities, Localities & Culture Cllr A Ullah	
NI039	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm. Good Performance: Lower Measured in: Number	1692.4			1900	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI041	Perceptions of drunk or rowdy behaviour as a problem. Good Performance: Lower Measured in: %	41.8		47.1	40	Andy Bamber Communities, Culture & Localities Cllr A Ullah	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI043	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody. Good Performance: Lower Measured in: %	8	7.4	9.1	5	Mary Durkin Children's Services Cllr A Asad	
NI044a	Ethnic composition of offenders on Youth Justice System disposals - White Good Performance: Lower Measured in: %			-5.8	0	Mary Durkin Children's Services Cllr A Asad	
NI044c	Ethnic composition of offenders on Youth Justice System disposals - Mixed Good Performance: Lower Measured in: %			6.3	0	Mary Durkin Children's Services Cllr A Asad	
NI044c	Ethnic composition of offenders on Youth Justice System disposals - Asian Good Performance: Lower Measured in: %			-0.5	0	Mary Durkin Children's Services Cllr A Asad	
NI044d	Ethnic composition of offenders on Youth Justice System disposals - Black Good Performance: Lower Measured in: %			4.4	0	Mary Durkin Children's Services Cllr A Asad	
NI044e	Ethnic composition of offenders on Youth Justice System disposals - Chinese/Other Good Performance: Lower Measured in: %			-1.5	0	Mary Durkin Children's Services Cllr A Asad	
NI045	Young offenders' engagement in suitable education, training and employment Good Performance: Higher Measured in: %	72.5	81.7	80.8	90	Mary Durkin Children's Services Cllr A Asad	
NI046	Young Offenders' access to suitable accommodation Good Performance: Higher Measured in: %	95.5	93.4	97.2	95	Mary Durkin Children's Services Cllr A Asad	
NI048	Children killed or seriously injured in road traffic accidents. Good Performance: Higher Measured in: %	5.6		-16.6	0	Jamie Blake Communities, Localities & Culture Cllr A Ullah	
NI049a	Total number of primary fires per 100,000 population - primary fires and related fatalities and non-fatal casualties (excluding precautionary checks). Good Performance: Lower Measured in: Number	302.6		263.8	265.2	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI049b	Total number of fatalities due to primary fires per 100,000 population - primary fires and related fatalities and non-fatal casualties (excluding precautionary checks). Good Performance: Lower Measured in: Number	0		1.4	0	Andy Bamber Communities, Culture & Localities Cllr A Ullah	






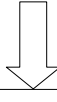

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI049c	Total number of non-fatal casualties per 100,000 population - primary fires and related fatalities and non-fatal casualties (excluding precautionary checks).  Good Performance: Lower  Measured in: Number	20.7		11.1	16.9	Andy Bamber  Communities, Culture & Localities  Cllr A Ullah	
NI050	Emotional health of children.  Good Performance: Higher  Measured in: %			60.3	N/A	Anthony Walters  Children's Services  Cllr A Asad	
NI051	Effectiveness of child and adolescent mental health (CAMHS) services.  Good Performance: Higher  Measured in: Number	16	16	16	16	Anthony Walters  Children's Services  Cllr A Asad	
NI058	Emotional and behavioural health of looked after children  Good Performance: Lower  Measured in: Number			12.96	N/A	Helen Jenner  Children's Services  Cllr A Asad	
NI060	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.  Good Performance: Higher  Measured in: %	83.2	60.04	57.28	70	Helen Jenner  Children's Services  Cllr A Asad	
NI061	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption.  Good Performance: Higher  Measured in: %	54.5	100	73.91	74.71	Helen Jenner  Children's Services  Cllr A Asad	
NI062	Stability of placements of looked after children: number of placements.  Good Performance: Lower  Measured in: %	10.7	11.6	10.43	9.5	Helen Jenner  Children's Services  Cllr A Asad	
NI063	Stability of placements of looked after children: length of placement.  Good Performance: Higher  Measured in: %	50	61.7	65.14	75	Helen Jenner  Children's Services  Cllr A Asad	
NI064	Child Protection Plans lasting 2 years or more.  Good Performance: Lower  Measured in: %	1.7	2.04	12.87	20	Helen Jenner  Children's Services  Cllr A Asad	
NI065	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time.  Good Performance: Lower  Measured in: %	3.3	13.6	6.8	10	Helen Jenner  Children's Services  Cllr A Asad	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI066	Looked after children cases which were reviewed within required timescales. Good Performance: Higher Measured in: %	97.6	98	99.07	98	Helen Jenner Children's Services Cllr A Asad	
NI067	Percentage of child protection cases which were reviewed within required timescales. Good Performance: Higher Measured in: %	100	100	99.54	100	Helen Jenner Children's Services Cllr A Asad	
NI068	Percentage of referrals to children's social care going on to initial assessment. Good Performance: N/A Measured in: %	39.4	89.9	74.93	82	Helen Jenner Children's Services Cllr A Asad	
NI069	Children who have experienced bullying Good Performance: Lower Measured in: %		22	40.8	22	Helen Jenner Children's Services Cllr A Asad	
NI070	Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people	108.97	94.5	264.89	N/A	Helen Jenner Children's Services Cllr A Asad	
NI071	Children who have run away from home/care			6	N/A	Helen Jenner Children's Services Cllr A Asad	
NI111	Number of first time entrants to the Youth Justice System aged 10-17	2.23	2.18	LATE (NOV)	2.14	Mary Durkin Children's Services Cllr A Asad	
NI115	Substance misuse by young people (% of young people saying they misuse drugs or alcohol in a survey)			4.3	N/A	Anthony Walters Children's Services Cllr A Asad	
NI118	Take up of formal childcare by low-income working families (% of families receiving tax credits who claim the childcare element)	7		LATE (AUG)	8	Anthony Walters Children's Services Cllr A Asad	
NI119	Self-reported measure of people's overall health and wellbeing. Good Performance: Higher Measured in: %			78.8	N/A	John Roog Adults, Health & Wellbeing Cllr A Ali	
NI125	Achieving independence for older people through rehabilitation/intermediate care. Good Performance: Higher Measured in: %	N/R	N/R	91.4	N/A	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI126	Early Access for Women to Maternity Services. Good Performance: Higher Measured in: %		61	62.43	65	Esther Trenchard-Mabere Primary Care Trust Cllr A Asad	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI130	Social care clients receiving Self Directed Support per 100,000 population. Good Performance: Higher Measured in: Number			315.99	185	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI132	Timeliness of social care assessment (all adults). Good Performance: Higher Measured in: Months	82.8	83.8	86.5	90	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI133	Timeliness of social care packages following assessment. Good Performance: Higher Measured in: %	93.5	93.8	97	96	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI136	People supported to live independently through social services (all adults). Good Performance: Higher Measured in: Number			2646	N/A	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI139	The extent to which older people receive the support they need to live independently at home. Good Performance: Higher Measured in: %			23.3	N/A	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI140	Fair treatment by local services. Good Performance: Higher Measured in: %			61.8	N/A	Michael Keating Chief Executive's Cllr J Peck	
NI141	Percentage of vulnerable people achieving independent living. Good Performance: Higher Measured in: %	58	59	61.4	65	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI142	Percentage of vulnerable people who are supported to maintain independent living. Good Performance: Higher Measured in: %	97	98	98.9	99	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence. Good Performance: Higher Measured in: %		64	65.20%	70	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI144	Offenders under probation supervision in employment at the end of their order or licence. Good Performance: Higher Measured in: %	28		32.5	40	Andy Bamber Communities, Culture & Localities Cllr A Ullah	
NI145	Adults with learning disabilities in settled accommodation. Good Performance: Higher Measured in: %	N/R	N/R	77.4	N/A	John Goldup Adults, Health & Wellbeing Cllr A Ali	



NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI147	Care leavers in suitable accommodation. Good Performance: Higher Measured in: %	94.1	83.3	91.7	88	Helen Jenner Children's Services Cllr A Asad	
NI149	Adults receiving secondary mental health services in settled accommodation. Good Performance: Higher Measured in: %			LATE (JUL)	N/A	John Goldup Adults, Health & Wellbeing Cllr A Ali	
NI183	Impact of local authority trading standards services on the fair trading environment Good Performance: Lower Measured in: %			0.47	n/a	Bryan Jones Communities, Localities & Culture Cllr A Ullah	
NI184	Food establishments in the area which are broadly compliant with food hygiene. Good Performance: Higher Measured in: %			74	62	Bryan Jones Communities, Localities & Culture Cllr A Ullah	
<b>Theme 5: A Healthy Community</b>							
NI052a	Take up of school lunches - Primary schools. Good Performance: Higher Measured in: %		66	48.9	68	Isobel Cattermole Children's Services Cllr A Asad	
NI052b	Take up of school lunches - Secondary schools. Good Performance: Higher Measured in: %		47	93.7	47.5	Isobel Cattermole Children's Services Cllr A Asad	
NI052c	Take up of school lunches - Special schools. Good Performance: Higher Measured in: %		73.6	97.7	74	Isobel Cattermole Children's Services Cllr A Asad	
NI053a	Percentage of infants being breastfed at 6-8 weeks. Good Performance: Higher Measured in: %			LATE (MAY)	61	Esther Trenchard-Mabere Primary Care Trust Cllr A Asad	
NI055d	Percentage of children in Reception with height and weight recorded who are obese. Good Performance: Lower Measured in: %		14.6	13.75	15	Esther Trenchard-Mabere Primary Care Trust Cllr A Asad	
NI059	Percentage of initial assessments for children's social care carried out within 7 working days of referral. Good Performance: Higher Measured in: %	91.1	35.45	63.55	75	Helen Jenner Children's Services Cllr A Asad	

NI's	PI Description	Actual 06/07	Actual 07/08	Actual 08/09	Target 08/09	Responsible Officer, Directorate & Lead Member	Direction of Travel Arrow - comparing 08/09 and 07/08 outturns
NI102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4.  Good Performance: Lower Measured in: %		12	5.9	9.5	Carmel Littleton  Children's Services  Cllr A Asad	
NI113a	Percentage of the resident population aged 15-24 accepting tests/screen for Chlamydia.  Good Performance: Higher Measured in: %		18.4	20	20	Ian Basnett  LBTH / THPCT  Cllr A Asad	
NI113b	Number of positive diagnosis for Chlamydia in the resident population aged 15-24 (prevalence).  Good Performance: Lower Measured in: %				N/A	Ian Basnett  LBTH / THPCT  Cllr A Asad	
NI121	Mortality rate from all circulatory diseases at ages under 75.  Good Performance: Lower Measured in: Number	126.3		119.6	N/A	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI122	Mortality rate from all cancers at ages under 75.  Good Performance: Lower Measured in: Number	150		141.65	N/A	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI124	People with a long-term condition supported to be independent and in control of their condition.  Good Performance: Higher Measured in: %			51/100	N/A	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI129	End of life care – access to appropriate care enabling people to be able to choose to die at home.  Good Performance: Higher Measured in: %	17.8		19.49	19	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI131	Delayed transfers of care.  Good Performance: Lower Measured in: Number	2.4		2.97	3.5	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI134	The number of emergency bed days per head of weighted population.  Good Performance: Lower Measured in: Number			92447	N/A	Ian Basnett  LBTH / THPCT  Cllr A Ali	
NI137	Healthy life expectancy at age 65.  Good Performance: Higher Measured in: %			LATE (MAY)		John Goldup  Adults, Health & Wellbeing  Cllr A Ali	
NI156	Number of households living in temporary accommodation.  Good Performance: Lower Measured in: Number	2539	2483	2420	2127	John Goldup  Adults, Health & Wellbeing  Cllr A Ali	

# Residents Summary



## 2008-09

## Tower Hamlets Council – Working for You

The Council's vision is to 'improve the quality of life for everyone living or working in the borough'. This supplement outlines the Council's performance between April 2008 and March 2009.

### Achieving our vision

The Community Plan 2020 explains how we will improve the quality of life in Tower Hamlets over the next decade.

When the Community Plan was created we asked residents what the main focus for spending should be. As in previous years, you said you want the borough to be cleaner, safer, and greener.

### Keeping track

The Council and its partners have agreed targets based on the ambitions of the Community Plan. The 'Local Area Agreement' (LAA) is the result of consultation

with you - local residents - and detailed discussions with partners and Government. It will help us to stay focussed on delivering what's important to you.

The Council's performance is also assessed by the Audit Commission, a Government watchdog charged with ensuring the public gets value for money. This year we were given a 4 star performance rating – the highest possible – and assessed as 'improving well'. Our services for Children and Adults both retained their 4 star ratings.

The information in this supplement shows performance against our partnership's LAA targets agreed for the period 2008-2011 under the themes of the Community Plan (see right).

### 2009/10 - Challenges & Opportunities

The aspiration of 'One Tower Hamlets' is a thread that runs throughout the Council's activities. We're focussing on building a cohesive community where everyone has the chance to access the same opportunities, where local people feel they belong and can contribute to their borough.

The economic downturn will be a big challenge in 2009/10, but we're committed to supporting residents and businesses, and determined to strike a balance between ensuring services meet local needs and setting a Council Tax that is affordable.

We're proud of our record but never forget that we are funded by public money. We know there's more to do to provide the services that the borough deserves. We also know that these improvements won't be delivered without the



involvement of our partners and service users – including you.

If you have feedback or ideas about how to make services better please send them to [workingforyou@towerhamlets.gov.uk](mailto:workingforyou@towerhamlets.gov.uk)

One Tower Hamlets

A Great Place to Live

A Prosperous Community

A Safe Supportive Community

A Healthy Community





# A Great Place to Live



Mr Recycle More

We want Tower Hamlets to be a place where people enjoy living and working. That's why we're always striving to improve what the borough has to offer and to make Tower Hamlets cleaner, safer and greener.

## Environment

Everyone in the borough wants cleaner, safer streets. In 2008/09 we funded a borough-wide programme of deep cleansing and 'Eyesore Action' which tackled graffiti and fly-posting. Despite this effort, we still have to make more improvements to meet our targets, and we will be targeting graffiti and flyposting even more strongly this year.

Green thinking goes a long way towards making Tower Hamlets a great place to live. Recycling rates are increasing. Thanks to your help and the 'We Can Recycle More' campaign we've collected record amounts this year and in March 2009 you recycled the biggest monthly amount ever.

We're also working to improve energy efficiency and air quality, and to tackle climate change. We're working to reduce energy consumption across Council buildings and

**We've already delivered more affordable homes than any other London council and in 2008/09 we delivered another 989.**

## Recycling 2008/09

Community Plan target	Last year	This year	Improving?
Percentage of household waste recycled and composted	12.89%	19.5%	✓



The Graffiti Removal Team in action

services, and we have a new energy monitoring system, and LED street lighting programme in partnership with the London Development Agency.

## Housing

Like you, we want people to live in decent homes. Reducing

overcrowding is a key focus of both the council and Tower Hamlets Homes, along with the commitment to provide good quality affordable homes. We've already delivered more affordable homes than any other London council and in 2008/09 we delivered another 989. However, this didn't meet the challenging target we set, due, in part, to the impact of the financial crisis on our partners. Despite this challenge, it remains our ambition to support the creation of 3,400 new affordable homes by 2011.

## Cleaner Borough 2008/09

Community Plan target	Last year	This year	Improving?
Percentage of key areas assessed to be below standard for litter	13%	11%	✓
Percentage of key areas assessed to be below standard for graffiti	14%	16%	✗
Percentage of key areas assessed to be below standard for flyposting	6%	5%	✓

# A Safe and Supportive Community



Tackling crime from the CCTV room

**Everybody has the right to live without crime or the fear of crime. We're working hard to ensure this is a reality for people across the borough.**

## Crime

You told us that tackling crime is one of the most important issues for you. Tower Hamlets is an inner-city borough, with all the challenges that poses, and improvement depends on commitment to short-term tactical solutions, such as the intelligent use of CCTV, and long-term planning, aimed at reducing poverty and inequality.

You said you wanted more police on the streets and a crackdown on drug crime. We

are listening. The CCTV cameras delivered almost two arrests per day last year, and we're also funding 17 new police officers.

The steps we've taken with the Police and other partners are working. Local crime has fallen by nearly a quarter over four years, with a reduction in all types of crime including violence, race and homophobic crime and burglary.

In the past year alone, total reported crime in Tower Hamlets fell from 30,984 to 27,311. Violent crime fell by almost 506 incidents, from 6,603 to 6,097.

Hundreds of arrests for drug-related offences have been made since April last year as a result of council funding. These



# A Prosperous Community

Prosperity is about supporting people to make the best choices to improve their quality of life. This is about creating opportunities and ensuring that our residents have the skills and support to access them.

## Skills & Employment

Over the last decade, Tower Hamlets has witnessed one of the biggest economic booms in the country, mainly due to Canary Wharf and our closeness to the City. Despite this, local unemployment has remained higher than the London and national averages. Now that we're faced with recession, it's more important than ever to work together to make the right choices for our local economy, by investing in education, training and support for residents and businesses.

Despite economic problems, our 2008/09 employment rate was higher than the previous



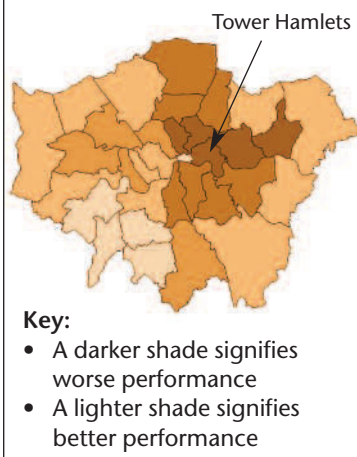
Docklands development

year. However, this positive news must be balanced by recent data that shows that benefit claimant numbers are increasing locally, which is an early indicator of rising unemployment.

We will continue to work with partners to tackle unemployment through local initiatives, such as the local Skillsmatch programme, which

has recently scooped two National Training Awards for its Transitional Employment Programmes. We are also increasing training and employment opportunities for people with disabilities or who face other barriers to employment.

### Working age residents claiming benefits 2008 – by borough



## Education 2008/09

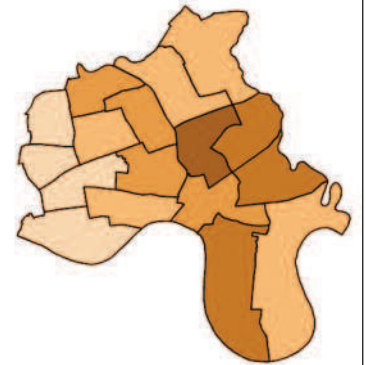
Community Plan target	Last year	This year	Improving?
Percentage of 16-18 year olds who are not in education, employment or training	8.2%	6.7%	✓

## Education

Education and skills remain key priorities for the borough. We're one of the most improved education authorities in the country. We set ourselves challenging targets and our ambition is for GCSE results to be in line with the best in the country. Our latest results, a 13% improvement in attainment of 5 A\* – C at GCSE (including English and Maths), represents a positive step in this direction.

Strong partnership working has also led to a reduction in the number of 16-18 year-olds Not in Education, Employment or Training (NEET). The number of NEETs has almost halved in three years and we're doing better than any London borough.

### Percentage of NEETs – By Ward



#### Key:

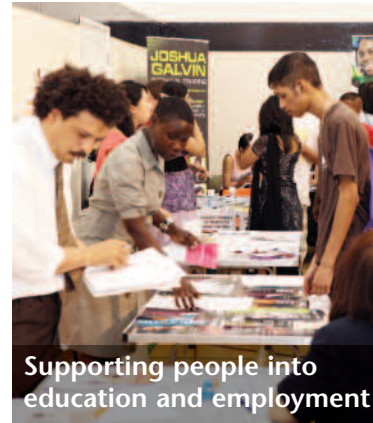
- A darker shade signifies worse performance
- A lighter shade signifies better performance

## Employment 2008/09

Community Plan target	Last year	This year	Improving?
Employment rate	58.4%	60.8%	✓
Working age people claiming out of work benefits in the worst performing neighbourhoods	27.1%	25.4%	✓
Working age people on out of work benefits	17.4%	17.1%	✓

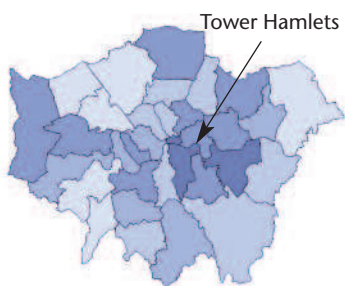
## Child Poverty

We have some of the highest levels of child poverty in the country. We've made progress in preventing and mitigating the effects of poverty but know there's more to be done. This year we developed a child poverty strategy and received a Beacon award for our work to prevent and tackle child poverty. By 2011 we want to take more than 1,000 children out of poverty.



Supporting people into education and employment

### Percentage change in serious recorded crimes 2006-8 – by borough



#### Key:

- A darker shade signifies worse performance
- A lighter shade signifies better performance

## Community Safety 2008/09

Community Plan target	Last year	This year	Improving?
Serious crime rate i.e. burglary and theft (per 1000 population)	33.44	25.51	✓
Deliberate arson incidents (per 10,000 population)	50.6	30.98	✓
Percentage of people who see drug use or drug dealing as a problem	68*	60.5	✓

\*Result of survey in 2006/07. Place Surveys are carried out every 2 years.

However, we're not complacent, as we're aware of the link between the economic situation and increases in crime such as burglary. We will

ensure that we are engaged in more preventive work in 2009/10 to help maintain our positive progress.

## Supporting vulnerable people

Our Adult Social Care services continue to be among the best in the country. For local people this means they have an expanded range of support to enable them to retain their independence. People who use social care

have increasing opportunities to act, feel, and be respected as active citizens. People are more satisfied with the care they receive, and there are far fewer complaints as a result - 39% less in 2008/09 than 2007/08.



Enjoying Older People's Day

include closing down 29 crack houses and charging 514 people for possession of Class A drugs.



# A Healthy Community

You've told us that you want your borough to be a place where people lead long, healthy lives and where everyone can access excellent health services.



Taking part in local activities

## Equality

Despite improvements, the average life expectancy in Tower Hamlets is lower than other parts of London. One reason for this is that we still have high levels of smoking related illness and obesity, particularly amongst young people. The latest available data for the number of deaths per 100,000 indicated a rate of 856.14 for men and 577.34 for women; when mapped by ward (see right) the differences across the borough can be seen. By working together we can address these inequalities and we've taken steps in the right direction. In 2008/09 we exceeded our target for people stopping smoking and surpassed the previous year's achievement.

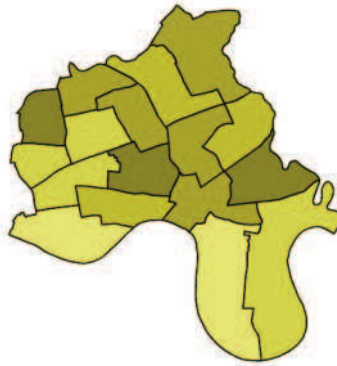
## Olympics

The 2012 Olympic and Paralympic Games in East London will be a fantastic chance to get healthier. We want you to access the world-class sporting facilities which

will be on your door step.

Together with NHS Tower Hamlets, we'll be investing £4.6 million as part of our Healthy Borough Programme to develop a Healthy Tower Hamlets. We'll look at everything, from improving green spaces to making regular healthy eating easier.

Number of deaths per 100,000 population 2007 – by ward



### Key:

- A darker shade signifies worse performance
- A lighter shade signifies better performance



Schools cross country in Victoria Park

## Health 2008/09

Community Plan target	Last year	This year	Improving?
Percentage of primary school age children in year 6 who are obese	23	24.49	X
Percentage reduction in Under-18 conception rate (compared to 1998 rate)	-24.9%	-20.8%	X
Number of people who have stopped smoking	1220	1253	✓

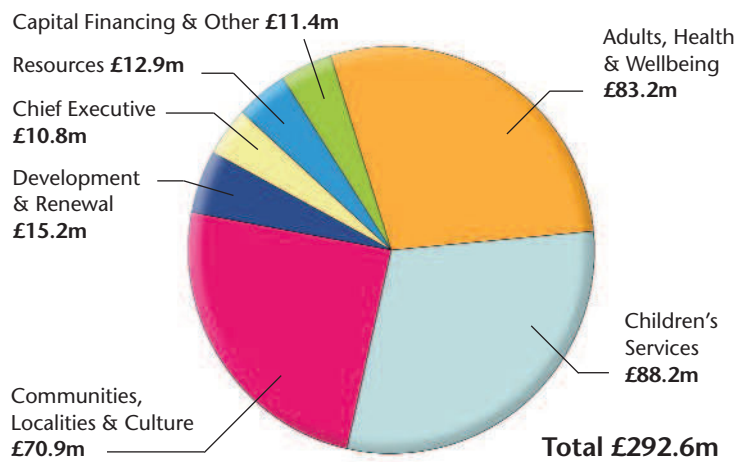
# Finance

The Council set its budget for 2008-09 to achieve improvement in a number of high priority services, notably recycling, street cleaning and CCTV. During the year further resources were allocated to youth provision in the Borough and to a range of environmental and community safety improvements. There was substantial capital investment in housing, crime prevention and parks, among other priorities. The outcomes of some of this investment are described in greater detail elsewhere in this summary.

Throughout 2008-09 the Council has continued to focus on improving performance whilst at the same time looking for new ways to generate efficiency savings (£6.2m of savings were generated in 2008-09).

The Council's net revenue expenditure for 2008-09 was £292.6m, and the chart shows the areas in which this was spent. The budget for 2008-09 was £295.5m, resulting in a net revenue underspend of £2.9m. £1.3m of this underspend has been set aside in earmarked reserves to fund expenditure on specific service areas in future years. The remaining £1.6m underspend has been added to the Council's General Fund

## Net spending on services in 2008/09



balance, bringing the total in this reserve to £27.1m.

The Council's finances overall are sound and we will need this solid financial base as we face the period of tighter spending ahead. Pressures on the Council's budget year on year from population growth, new legislation and inflation will generally exceed the additional income we receive, while uncertainty in the economy means that we may have to plan for greater financial risk as we go forward. The Council's prudent treasury management strategy has allowed us to avoid some of the consequences of the 2008 banking crisis, but the Council's investment income has been hit

by lower interest rates. However, the Council has delivered or planned to deliver savings which have enabled the budget to be balanced and Council Tax increases kept at affordable levels (1.6% increase for the year 2009-10). Council Tax for 2009-10 remains the sixth lowest in London.

For the period 2008-11 the Council has set a three year budget plan and this will help us to plan our resources better in the longer term. At the same time, the Council continues to retain a prudent level of reserves against foreseen and unforeseen eventualities, whilst fully taking into account its ambitious improvement programme.

Monday - Friday  
9.00am - 5.00pm



Ref:  
THELN/08/11

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	സൗജന്യമായി 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	ਮੁਫ਼ਤ ਅਨੁਵਾਦ ਲਈ ਫ਼ੋਨ ਕਰੋ
Urdu	مفت ترجمے کے لئے ٹیلیفون کیجئے۔
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	Điền thoại để được thông dịch miễn phí.
Kurdish	بۆ وەرگیران (تەرجومەکردن) بە خۆرای، تەلەفۆن بکە.
Lithuanian	Del nemokamo vertimo skambinkinte
Polish	Po bezpłatne tłumaczenia prosimy dzwonic

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NET EXPENDITURE	FULL YEAR				Requests for transfers to/From Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	*Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000		
<b>ADULTS, HEALTH &amp; WELLBEING</b>	85,935	84,890	83,247	-1,643	1,177	-466
<b>CHILDREN'S SERVICES</b>	80,006	87,092	88,206	1,114	-422	692
<b>COMMUNITIES, LOCALITIES &amp; CULTURE</b>	71,020	71,680	70,924	-756	81	-675
<b>DEVELOPMENT &amp; RENEWAL</b>	14,632	14,846	15,158	312	-131	181
<b>CHIEF EXECUTIVE</b>	11,071	11,585	10,814	-771	350	-421
<b>RESOURCES</b>	11,198	13,108	12,881	-227	213	-14
<b>CAPITAL FINANCING &amp; OTHER</b>	21,636	12,297	11,412	-885	0	-885
<b>TOTAL</b>	<b>295,498</b>	<b>295,498</b>	<b>292,642</b>	<b>-2,856</b>	<b>1,268</b>	<b>-1,588</b>

\* **Note:** Actual outturn reflects a number of transfers to and from reserves which were assumed in the budget and are therefore included for comparison purposes. They do however, still need formal approval and are therefore shown in Appendix 5.

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	376	176	176	0			0
Income	-7			0			0
<b>A02 Divisional Management &amp; Administrator</b>	<b>369</b>	<b>176</b>	<b>176</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	334	0	0	0			0
Income				0			0
<b>A03 Access and Systems Capacity</b>	<b>334</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	267	174	167	-7			-7
Income	-267	-174	-167	7			7
<b>A04 Preventative Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	779	1,049	914	-135	The underspend was mainly due to clients not fully utilising the service provided by one provider. In 2009/10, the provision of part-time breaks will be jointly reviewed with the PCT.		-135
Income	-780	-1,049	-914	135			135
<b>A05 Carers Programme</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	2,482	2,081	2,039	-42			-42
Income				0			0
<b>A09 Elders Assessment &amp; Care Management</b>	<b>2,482</b>	<b>2,081</b>	<b>2,039</b>	<b>-42</b>		<b>0</b>	<b>-42</b>
Expenditure	170	108	98	-10			-10
Income				0			0
<b>A11 Physical Disabilities Sub Divisor</b>	<b>170</b>	<b>108</b>	<b>98</b>	<b>-10</b>		<b>0</b>	<b>-10</b>
Expenditure	1,074	1,083	1,118	35			35
Income				0			0
<b>A12 Physical Disabilities Assessment</b>	<b>1,074</b>	<b>1,083</b>	<b>1,118</b>	<b>35</b>		<b>0</b>	<b>35</b>
Expenditure	89	89	91	2			2
Income	-34	-34	-34	0			0
<b>A13 Learning Disabilities Sub Divisor</b>	<b>55</b>	<b>55</b>	<b>57</b>	<b>2</b>		<b>0</b>	<b>2</b>
Expenditure	1,032	797	865	68			68
Income	-319	-77	-79	-2			-2
<b>A14 Learning Disabilities Assessment</b>	<b>713</b>	<b>720</b>	<b>786</b>	<b>66</b>		<b>0</b>	<b>66</b>
Expenditure	1,589	1,852	1,859	7			7
Income	-4	-4	-10	-6			-6
<b>A15 Occupational Therapy</b>	<b>1,585</b>	<b>1,848</b>	<b>1,849</b>	<b>1</b>		<b>0</b>	<b>1</b>
Expenditure	1,144	891	891	0			0
Income				0			0
<b>A16 Occupational Therapy - Contributor</b>	<b>1,144</b>	<b>891</b>	<b>891</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	479	481	460	-21			-21
Income	-126	-126	-129	-3			-3
<b>A17 HIV Drugs Alcohol</b>	<b>353</b>	<b>355</b>	<b>331</b>	<b>-24</b>		<b>0</b>	<b>-24</b>



ADULTS, HEALTH & WELLBEING	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	1,401	1,463	1,432	-31			-31
Income				0			0
<b>A18 Hospital Social Work Teams</b>	<b>1,401</b>	<b>1,463</b>	<b>1,432</b>	<b>-31</b>		<b>0</b>	<b>-31</b>
Expenditure	138	230	215	-15			-15
Income		-27	-27	0			0
<b>A19 Vulnerable Adults</b>	<b>138</b>	<b>203</b>	<b>188</b>	<b>-15</b>		<b>0</b>	<b>-15</b>
Expenditure	71	297	226	-71			-71
Income	-49	-273	-213	60			60
<b>A23 Mental Health Sub Division M&amp;A</b>	<b>22</b>	<b>24</b>	<b>13</b>	<b>-11</b>		<b>0</b>	<b>-11</b>
Expenditure	2,738	3,272	3,516	244	Additional expenditure has been incurred on staffing, in response to service pressures. However, this has largely been funded by an increase in income from the East London Foundation Trust, under our established partnership arrangements.		244
Income	-768	-867	-1,016	-149			-149
<b>A24 Area Mental Health Teams</b>	<b>1,970</b>	<b>2,405</b>	<b>2,500</b>	<b>95</b>		<b>0</b>	<b>95</b>
Expenditure	488	498	413	-85			-85
Income	-73	-73	-33	40			40
<b>A25 Mental Health Day Centres</b>	<b>415</b>	<b>425</b>	<b>380</b>	<b>-45</b>		<b>0</b>	<b>-45</b>
Expenditure	101	102	87	-15			-15
Income				0			0
<b>A30 Adult Resources Sub Division</b>	<b>101</b>	<b>102</b>	<b>87</b>	<b>-15</b>		<b>0</b>	<b>-15</b>
Expenditure	682	687	556	-131	Due to the fact that this establishment is not running at full capacity, there have been underspends on employee, catering and other running costs.		-131
Income	-1	-1	-2	-1			-1
<b>A31 Physical Disabilities</b>	<b>681</b>	<b>686</b>	<b>554</b>	<b>-132</b>		<b>0</b>	<b>-132</b>
Expenditure	453	455	436	-19			-19
Income	-5	-5	-5	0			0
<b>A32 Learning Disabilities Day Centre</b>	<b>448</b>	<b>450</b>	<b>431</b>	<b>-19</b>		<b>0</b>	<b>-19</b>
Expenditure	1,648	1,667	1,643	-24			-24
Income	-43	-36	-44	-8			-8
<b>A33 Elders Day Centres</b>	<b>1,605</b>	<b>1,631</b>	<b>1,599</b>	<b>-32</b>		<b>0</b>	<b>-32</b>

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	6,465	7,040	6,753	-287	Following restrictions on referrals in 2007-08 to deal with budget pressures, the service is now accepting referrals for high intensity care packages. A projected £445,000 underspend that was predicted at the beginning of the year has reduced to a £287,000 underspend, as the number of referrals to the service increased over the year.		-287
Income				0			0
<b>A34 Home Care</b>	<b>6,465</b>	<b>7,040</b>	<b>6,753</b>	<b>-287</b>		<b>0</b>	<b>-287</b>
Expenditure	249	252	251	-1			-1
Income				0			0
<b>A37 Emergency Duty Team</b>	<b>249</b>	<b>252</b>	<b>251</b>	<b>-1</b>		<b>0</b>	<b>-1</b>
Expenditure	0	169	172	3			3
Income				0			0
<b>A38 Older People And Homele</b>	<b>0</b>	<b>169</b>	<b>172</b>	<b>3</b>		<b>0</b>	<b>3</b>
Expenditure		522	515	-7			-7
Income		-178	-149	29			29
<b>A41 Personalisation</b>	<b>0</b>	<b>344</b>	<b>366</b>	<b>22</b>		<b>0</b>	<b>22</b>
Expenditure	24,066	23,675	24,277	602	The overspend can be attributed mainly to an increase in the number of clients on external domiciliary care and an increase in clients taking up direct payments and expenditure on mental health nursing home placements. Robust management action has led to a stringent review of each placement and residential numbers have been kept low in accordance with good practice, by providing home support. Additionally there is an increase in expenditure in Linkage Plus matched mainly by additional income from PCT.		602
Income	-3,897	-3,617	-4,077	-460			-460
<b>A42 Elders Commissioning</b>	<b>20,169</b>	<b>20,058</b>	<b>20,200</b>	<b>142</b>		<b>0</b>	<b>142</b>
Expenditure	20,062	20,425	21,244	819	This variance in expenditure represents increases in demand for direct payments and other service areas concurrent with changes in policy and legislation towards more independent living. However, as a result of successful negotiations with the PCT over the appropriate sharing or distribution of costs in a number of complex cases of clients receiving very high levels of support, additional income will cover these costs and contribute to a net underspend.		819
Income	-2,156	-2,591	-3,926	-1,335			500
<b>A43 Learning Disabilities Commissioning</b>	<b>17,906</b>	<b>17,834</b>	<b>17,318</b>	<b>-516</b>		<b>500</b>	<b>-16</b>
Expenditure	9,009	9,021	9,790	769	The increase in expenditure is related mainly to an increase in residential costs. However, as a result of successful negotiations with the PCT over the appropriate sharing or distribution of costs in a number of complex cases of clients receiving very high levels of support, additional income will cover these costs and contribute to a net underspend.		769
Income	-1,444	-1,397	-2,318	-921			
<b>A44 Mental Health Commissioning</b>	<b>7,565</b>	<b>7,624</b>	<b>7,472</b>	<b>-152</b>		<b>0</b>	<b>-152</b>

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	7,253	7,007	7,087	80	As a result of successful negotiations with the PCT over the appropriate sharing or distribution of costs in a number of complex cases of clients receiving very high levels of support, additional income from the PCT has been received.		80
Income	-1,452	-1,240	-1,342	-102			-102
<b>A45 Physical Disabilities Commissioning</b>	<b>5,801</b>	<b>5,767</b>	<b>5,745</b>	<b>-22</b>		<b>0</b>	<b>-22</b>
Expenditure	258	258	195	-63			-63
Income	-151	-151	-111	40			40
<b>A46 HIV Commissioning</b>	<b>107</b>	<b>107</b>	<b>84</b>	<b>-23</b>		<b>0</b>	<b>-23</b>
Expenditure	783	0	0	0			0
Income	0	0	0	0			0
<b>A47 Drugs Commissioning</b>	<b>783</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	263	0	0	0			0
Income	0	0	0	0			0
<b>A48 Alcohol Commissioning</b>	<b>263</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	38,807	37,220	39,618	2,398	More households than anticipated were placed in temporary accommodation. The effect of this is that additional rent expenditure has been incurred.		2,398
Income	-35,648	-35,648	-38,723	-3,075	The expenditure above has been offset by additional rent income and administration income from government subsidy.	677	-2,398
<b>A49 Homeless &amp; Housing Advice Services</b>	<b>3,159</b>	<b>1,572</b>	<b>895</b>	<b>-677</b>		<b>677</b>	<b>0</b>
Expenditure	15,821	17,446	16,312	-1,134	The variance reflects an underspend in the main grant funded programme, particularly in older people services where a programme of refurbishment has resulted in high voids. It also reflects a reduction in agency staff costs, and a reduction in planned expenditure in programme works relating to non-recurrent funds.		-1,134
Income	-15,744	-17,482	-16,312	1,170	The variation in income reflects a reduction in the use of available non recurrent funding as a result of the reduction of planned expenditure.		1,170
<b>A50 Supporting People</b>	<b>77</b>	<b>-36</b>	<b>0</b>	<b>36</b>		<b>0</b>	<b>36</b>
Expenditure	50	173	191	18			18
Income	0	0	0	0			0
<b>A53 Strategic Division M&amp;A</b>	<b>50</b>	<b>173</b>	<b>191</b>	<b>18</b>		<b>0</b>	<b>18</b>
Expenditure	621	610	573	-37			-37
Income	-225	-188	-167	21			21
<b>A54 Policy and Planning</b>	<b>396</b>	<b>422</b>	<b>406</b>	<b>-16</b>		<b>0</b>	<b>-16</b>
Expenditure	383	386	452	66			66
Income	0	0	-35	-35			-35
<b>A55 Quality and Performance</b>	<b>383</b>	<b>386</b>	<b>417</b>	<b>31</b>		<b>0</b>	<b>31</b>
Expenditure	388	388	300	-88			-88
Income	0	0	0	0			0
<b>A56 Adult Services IT</b>	<b>388</b>	<b>388</b>	<b>300</b>	<b>-88</b>		<b>0</b>	<b>-88</b>

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Expenditure	396	397	423	26			26
Income	-72	-72		72			72
<b>A57 Strategic Projects</b>	<b>324</b>	<b>325</b>	<b>423</b>	<b>98</b>		<b>0</b>	<b>98</b>
Expenditure	1,381	575	572	-3			-3
Income	-27	-27	-27	0			0
<b>A58 Technical Resources</b>	<b>1,354</b>	<b>548</b>	<b>545</b>	<b>-3</b>		<b>0</b>	<b>-3</b>
Expenditure	598	762	753	-9			-9
Income			-32	-32			-32
<b>A59 Corporate Services</b>	<b>598</b>	<b>762</b>	<b>721</b>	<b>-41</b>		<b>0</b>	<b>-41</b>
Expenditure	8	8	10	2			2
Income				0			0
<b>A60 Communications</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>2</b>		<b>0</b>	<b>2</b>
Expenditure	818	588	588	0			0
Income	-273	-43	-43	0			0
<b>A66 Learning and Development</b>	<b>545</b>	<b>545</b>	<b>545</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	41	26	14	-12			-12
Income				0			0
<b>A68 Supported Employment</b>	<b>41</b>	<b>26</b>	<b>14</b>	<b>-12</b>		<b>0</b>	<b>-12</b>
Expenditure	710	1,111	1,059	-52			-52
Income	-25	-9	-21	-12			-12
<b>A71 Finance Services</b>	<b>685</b>	<b>1,102</b>	<b>1,038</b>	<b>-64</b>		<b>0</b>	<b>-64</b>
Expenditure	129	46		-46			-46
Income				0			0
<b>A72 Budget Shortfall Contingency</b>	<b>129</b>	<b>46</b>	<b>0</b>	<b>-46</b>		<b>0</b>	<b>-46</b>
Expenditure	3,433	4,724	4,852	128	The amounts represent the additional cost of office accommodation on the East India estate.		128
Income				0			0
<b>A90 Support Services Holding Account</b>	<b>3,433</b>	<b>4,724</b>	<b>4,852</b>	<b>128</b>		<b>0</b>	<b>128</b>
<b>Adults Health &amp; Wellbeing Total</b>	<b>85,935</b>	<b>84,890</b>	<b>83,247</b>	<b>-1,643</b>		<b>1,177</b>	<b>-466</b>

CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	3,924	5,451	5,814	363			363
Income	-3,895	-5,315	-5,678	-363			-363
<b>G02 Pre-Primary Education</b>	<b>29</b>	<b>136</b>	<b>136</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	110,455	132,600	149,656	17,056			17,056
Income	-107,856	-128,578	-145,634	-17,056			-17,056
<b>G04 Primary Education</b>	<b>2,599</b>	<b>4,022</b>	<b>4,022</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	89,366	120,929	136,496	15,567			15,567
Income	-86,819	-115,553	-131,120	-15,567			-15,567
<b>G06 Secondary Education</b>	<b>2,547</b>	<b>5,376</b>	<b>5,376</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	10,222	15,491	15,483	-8			-8
Income	-9,984	-15,006	-14,998	8			8
<b>G08 Special Education</b>	<b>238</b>	<b>485</b>	<b>485</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	657	763	791	28			28
Income	-254	-268	-347	-79			-79
<b>G10 EYCL M&amp;A</b>	<b>403</b>	<b>495</b>	<b>444</b>	<b>-51</b>		<b>0</b>	<b>-51</b>
Expenditure	5,506	7,123	6,786	-337	The reduction in expenditure against budget resulted partly from the need to maximise General Sure Start Grant (GSSG) - £150k, with the additional £185k reduction in expenditure as a consequence of specific initiatives being delayed. The later reduction in expenditure has been matched by a reduction in grant income.		-337
Income	-5,049	-6,267	-6,082	185			185
<b>G11 Early Years</b>	<b>457</b>	<b>856</b>	<b>704</b>	<b>-152</b>		<b>0</b>	<b>-152</b>
Expenditure	2,720	3,033	2,981	-52			-52
Income	-98	-98	-108	-10			-10
<b>G12 Local Authority Day Nurseries</b>	<b>2,622</b>	<b>2,935</b>	<b>2,873</b>	<b>-62</b>		<b>0</b>	<b>-62</b>
Expenditure	10,510	10,895	10,976	81			81
Income	-10,510	-10,510	-10,608	-98			-98
<b>G13 Childrens Centres</b>	<b>0</b>	<b>385</b>	<b>368</b>	<b>-17</b>		<b>0</b>	<b>-17</b>
Expenditure	459	1,302	1,234	-68			-68
Income	-40	-377	-317	60			60
<b>G14 School Improvement Primary</b>	<b>419</b>	<b>925</b>	<b>917</b>	<b>-8</b>		<b>0</b>	<b>-8</b>

CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	1,828	2,537	2,636	99			99
Income	-413	-890	-959	-69			-69
<b>G15 Pupil &amp; Student Services</b>	<b>1,415</b>	<b>1,647</b>	<b>1,677</b>	<b>30</b>		<b>0</b>	<b>30</b>
Expenditure	9,332	10,309	10,881	572	Additional expenditure incurred due to the increased cost of transport for primary pupils to available school places within the borough (£150k). This has been offset by £350k overspend on Special Schools fees, due to the increased numbers of and complex needs of pupils at Independent Special Schools (£350k). The later expenditure is fully funded by the Dedicated Schools Grant and the Learning and Skills Council.		572
Income	-5,227	-5,936	-6,707	-771			-771
<b>G16 Special Educational Needs</b>	<b>4,105</b>	<b>4,373</b>	<b>4,174</b>	<b>-199</b>		<b>0</b>	<b>-199</b>
Expenditure	2,184	3,964	3,916	-48			-48
Income	-2,173	-3,971	-3,923	48			48
<b>G17 Support For Learning Service</b>	<b>11</b>	<b>-7</b>	<b>-7</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	1,080	1,557	1,554	-3			-3
Income	-427	-728	-725	3			3
<b>G18 Educational Psychology</b>	<b>653</b>	<b>829</b>	<b>829</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	625	3,264	3,306	42			42
Income	-174	-1,815	-1,907	-92			-92
<b>G19 Equalities and Parental Engagement</b>	<b>451</b>	<b>1,449</b>	<b>1,399</b>	<b>-50</b>		<b>0</b>	<b>-50</b>
Expenditure	169	205	208	3			3
Income		0	0	0			0
<b>G20 Governors Services</b>	<b>169</b>	<b>205</b>	<b>208</b>	<b>3</b>		<b>0</b>	<b>3</b>
Expenditure	256	281	276	-5			-5
Income		0	0	0			0
<b>G21 One O'clock Clubs</b>	<b>256</b>	<b>281</b>	<b>276</b>	<b>-5</b>		<b>0</b>	<b>-5</b>
Expenditure	148	163	183	20			20
Income		0	-20	-20			-20
<b>G25 Young People &amp; Learning M&amp;A</b>	<b>148</b>	<b>163</b>	<b>163</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	879	1,420	1,422	2			2
Income	-472	-660	-668	-8			-8
<b>G26 School Improvement Secondary</b>	<b>407</b>	<b>760</b>	<b>754</b>	<b>-6</b>		<b>0</b>	<b>-6</b>
Expenditure	0	230	449	219			219
Income	0	-230	-449	-219			-219
<b>G27 14 - 19 Year Olds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	0	1,284	1,003	-281			-281
Income	0	-1,264	-983	281			281
<b>G28 Educational Improvement P'ship</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	4,031	4,579	4,663	84			84
Income	-4,031	-4,642	-4,726	-84			-84
<b>G29 PRU</b>	<b>0</b>	<b>-63</b>	<b>-63</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	0	262	184	-78			-78
Income	0	-262	-184	78			78
<b>G30 Music/Arts Education</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>

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	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	391	433	426	-7			-7
Income	-10	-10	-3	7			7
<b>G33 E-Learning</b>	<b>381</b>	<b>423</b>	<b>423</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	424	571	570	-1			-1
Income	-3,403	-145	-175	-30			-30
<b>G37 Youth &amp; Community Learning M&amp;A</b>	<b>424</b>	<b>426</b>	<b>395</b>	<b>-31</b>		<b>0</b>	<b>-31</b>
Expenditure	4,051	4,609	4,646	37			37
Income	-3,403	-3,658	-3,695	-37			-37
<b>G38 Lifelong Learning</b>	<b>648</b>	<b>951</b>	<b>951</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	5,456	12,365	11,735	-630			-630
Income	-1,535	-7,295	-6,665	630			630
<b>G39 Youth &amp; Connexions Service</b>	<b>3,921</b>	<b>5,070</b>	<b>5,070</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	1,283	1,716	1,691	-25			-25
Income	-344	-344	-345	-1			-1
<b>G40 Junior Youth Service</b>	<b>939</b>	<b>1,372</b>	<b>1,346</b>	<b>-26</b>		<b>0</b>	<b>-26</b>
Expenditure	0	195	274	79			79
Income	0	-153	-286	-133			-133
<b>G41 Health Through Education</b>	<b>0</b>	<b>42</b>	<b>-12</b>	<b>-54</b>		<b>0</b>	<b>-54</b>
Expenditure	746	886	940	54			54
Income	-14	-14	-71	-57			-57
<b>G42 Community Languages Team</b>	<b>732</b>	<b>872</b>	<b>869</b>	<b>-3</b>		<b>0</b>	<b>-3</b>
Expenditure	59	72	69	-3			-3
Income		0	2	2			2
<b>G43 Out-of-hours Learning &amp; Study Suppo</b>	<b>59</b>	<b>72</b>	<b>71</b>	<b>-1</b>		<b>0</b>	<b>-1</b>
Expenditure		1,334	1,382	48			48
Income		-1,328	-1,376	-48			-48
<b>G44 Extended Schools</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	931	938	850	-88			-88
Income	-931	-931	-843	88			88
<b>G46 Community Premises</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>		<b>0</b>	<b>0</b>

CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	633	287	326	39			39
Income		0	-50	-50			-50
<b>G49 Childrens Social Care M&amp;A</b>	<b>633</b>	<b>287</b>	<b>276</b>	<b>-11</b>		<b>0</b>	<b>-11</b>
Expenditure	1,817	2,221	2,292	71			71
Income	-63	-159	-271	-112			-112
<b>G50 Child Protection &amp; Reviewing</b>	<b>1,754</b>	<b>2,062</b>	<b>2,021</b>	<b>-41</b>		<b>0</b>	<b>-41</b>
Expenditure	648	758	758	0			0
Income		0	0	0			0
<b>G51 Childrens Resources : Management</b>	<b>648</b>	<b>758</b>	<b>758</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	1,510	1,991	1,886	-105			-105
Income		-281	-251	30			30
<b>G52 Childrens Resources : Resident</b>	<b>1,510</b>	<b>1,710</b>	<b>1,635</b>	<b>-75</b>		<b>0</b>	<b>-75</b>
Expenditure	2,480	2,827	2,829	2			2
Income	-31	-31	-90	-59			-59
<b>G53 Childrens Resources : Family</b>	<b>2,449</b>	<b>2,796</b>	<b>2,739</b>	<b>-57</b>		<b>0</b>	<b>-57</b>
Expenditure	17,488	18,047	17,636	-411	The underspend stems mainly from greater use of in-house placements in preference to (more expensive) external placements. Linked to this was that lower costs resulted in reduced application of Unaccompanied Asylum Seekers grant.		-411
Income	-596	-930	-738	192			192
<b>G54 Childrens Resources : Commissioning</b>	<b>16,892</b>	<b>17,117</b>	<b>16,898</b>	<b>-219</b>		<b>0</b>	<b>-219</b>
Expenditure	2,516	2,626	2,468	-158	The underspend resulted from staff vacancies. These vacancies were maintained and managed in order to contribute towards the anticipated budget shortfall in the Fieldwork Service.		-158
Income	-208	-83	-33	50			50
<b>G55 Children Looked After</b>	<b>2,308</b>	<b>2,543</b>	<b>2,435</b>	<b>-108</b>		<b>0</b>	<b>-108</b>
Expenditure	2,489	2,794	2,532	-262	The underspend resulted from staff vacancies. These vacancies were maintained and managed in order to contribute towards the anticipated budget shortfall in the Fieldwork Service.		-262
Income	-169	-169	-116	53			53
<b>G56 Leaving Care</b>	<b>2,320</b>	<b>2,625</b>	<b>2,416</b>	<b>-209</b>		<b>0</b>	<b>-209</b>



CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	6,155	7,096	8,785	1,689	In order to meet the significant increases in referrals, and maintain appropriate case loads for social workers it has been necessary to employ additional staff. There have also been problems with recruiting staff which has lead to a high number of agency staff, who are significantly more expensive. A recruitment campaign is now underway, and a new team has been established to intervene early and manage contacts with social care so that only those that need to be have to be are referred to social care. The budget pressures in the Fieldwork service were contained by close management of other budgets within Childrens Social Care providing compensating savings.		1,689
Income	-12	-213	-417	-204			
<b>G57 Fieldwork</b>	<b>6,143</b>	<b>6,883</b>	<b>8,368</b>	<b>1,485</b>		<b>0</b>	<b>1,485</b>
Expenditure	2,318	2,663	2,342	-321	The underspend is due mainly to the reduced contribution required to the Children With Complex Needs Pooled budget, which did not achieve full budgeted spend.		-321
Income	0	-219	-201	18			
<b>G58 Integrated Services for CWD</b>	<b>2,318</b>	<b>2,444</b>	<b>2,141</b>	<b>-303</b>		<b>0</b>	<b>-303</b>
Expenditure	423	353	366	13			13
Income	-263	-44	-42	2			
<b>G59 Emergency Duty Team</b>	<b>160</b>	<b>309</b>	<b>324</b>	<b>15</b>		<b>0</b>	<b>15</b>
Expenditure	1,544	2,616	2,465	-151			-151
Income	-864	-1,779	-1,659	120			
<b>G60 Youth Offending Service</b>	<b>680</b>	<b>837</b>	<b>806</b>	<b>-31</b>		<b>0</b>	<b>-31</b>
Expenditure	1,825	1,715	1,732	17			17
Income	-1,270	-1,049	-1,049	0			
<b>G61 Children-Mental Health (CAMHS)</b>	<b>555</b>	<b>666</b>	<b>683</b>	<b>17</b>		<b>0</b>	<b>17</b>
Expenditure	469	584	602	18			18
Income		0	0	0			
<b>G65 SPP M&amp;A</b>	<b>469</b>	<b>584</b>	<b>602</b>	<b>18</b>		<b>0</b>	<b>18</b>
Expenditure	1,129	2,868	2,764	-104			-104
Income	-225	-1,330	-1,264	66			
<b>G67 Commissioned Services</b>	<b>904</b>	<b>1,538</b>	<b>1,500</b>	<b>-38</b>		<b>0</b>	<b>-38</b>

CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	30,275	36,934	9,097	-27,837			-27,837
Income	-30,207	-36,283	-8,453	27,830			27,830
<b>G68 External Funding &amp; Partnership</b>	<b>68</b>	<b>651</b>	<b>644</b>	<b>-7</b>		<b>0</b>	<b>-7</b>
Expenditure	85	107	230	123			123
Income		0	-92	-92			-92
<b>G69 Communications</b>	<b>85</b>	<b>107</b>	<b>138</b>	<b>31</b>		<b>0</b>	<b>31</b>
Expenditure	155	325	246	-79			-79
Income	-155	-296	-246	50			50
<b>G70 CIS</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>-29</b>		<b>0</b>	<b>-29</b>
Expenditure	484	1,258	1,169	-89			-89
Income	-5	0	-19	-19			-19
<b>G71 Performance Research &amp; Statistics</b>	<b>479</b>	<b>1,258</b>	<b>1,150</b>	<b>-108</b>		<b>0</b>	<b>-108</b>
Expenditure	283	292	235	-57			-57
Income	-28	0	0	0			0
<b>G72 Programme Management</b>	<b>255</b>	<b>292</b>	<b>235</b>	<b>-57</b>		<b>0</b>	<b>-57</b>
Expenditure	476	0		0			0
Income		0		0			0
<b>G73 Quality Audit &amp; Project Management</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	205	0		0			0
Income		0		0			0
<b>G74 Quality &amp; Performance</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	687	750	653	-97			-97
Income	-387	-379	-302	77			77
<b>G75 IT Social Care</b>	<b>300</b>	<b>371</b>	<b>351</b>	<b>-20</b>		<b>0</b>	<b>-20</b>

CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Earmarked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	264	280	266	-14			-14
Income	-26	-26	-47	-21			-21
<b>G79 Childrens Services Resources</b>	<b>238</b>	<b>254</b>	<b>219</b>	<b>-35</b>		<b>0</b>	<b>-35</b>
Expenditure	433	456	384	-72			-72
Income		0	-1	-1			-1
<b>G80 Information &amp; Support Services</b>	<b>433</b>	<b>456</b>	<b>383</b>	<b>-73</b>		<b>0</b>	<b>-73</b>
Expenditure	1,004	1,238	1,062	-176			-176
Income	-465	-510	-420	90			90
<b>G81 Building Dev &amp; Tech Service</b>	<b>539</b>	<b>728</b>	<b>642</b>	<b>-86</b>		<b>0</b>	<b>-86</b>
Expenditure	10,952	2,203	12,553	10,350	The amount represents the additional cost of office accommodation on the East India estate, an underspend on rates savings generated during 2008-09 and a deficit over and above the approved SIG on schools catering.	102	10,452
Income	-661	-214	-9,345	-9,131			-9,131
<b>G82 Childrens Services Finance</b>	<b>10,291</b>	<b>1,989</b>	<b>3,208</b>	<b>1,219</b>		<b>102</b>	<b>1,321</b>

CHILDREN'S SERVICES	FULL YEAR				Comments Re Out-turn v Latest Budget	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference Between Outturn and Latest Budget £'000			
Expenditure	1,718	1,829	1,666	-163	The underspend is offset by late retirement costs charged to other service areas		-163
Income		0	0	0			0
<b>G83 Childrens Services HR</b>	<b>1,718</b>	<b>1,829</b>	<b>1,666</b>	<b>-163</b>		<b>0</b>	<b>-163</b>
Expenditure	170	61	57	-4			-4
Income	-84	0	-2	-2			-2
<b>G84 Teacher Recruitment</b>	<b>86</b>	<b>61</b>	<b>55</b>	<b>-6</b>		<b>0</b>	<b>-6</b>
Expenditure	1,016	1,291	1,212	-79			-79
Income	-449	-680	-591	89			89
<b>G85 Learning &amp; Development</b>	<b>567</b>	<b>611</b>	<b>621</b>	<b>10</b>		<b>0</b>	<b>10</b>
Expenditure	782	889	1,183	294	Higher than anticipated trading activity increased costs but also generated additional income, resulting in a net reduction of expenditure against budget		294
Income	-421	-421	-889	-468			-468
<b>G86 Professional Development Centre</b>	<b>361</b>	<b>468</b>	<b>294</b>	<b>-174</b>		<b>0</b>	<b>-174</b>
Expenditure	132	299	1,200	901	1. Additional cost due to lack of permanent appointments made in September 2008, as the budget then assumed. There was a significant delay in the recruitment process which meant that external agencies continued to be used to support the contract close process, development of the Wave 5 Outline Business Case, and covering key project management posts. 2. Surveys - we have been required by PFS to undertake an additional level of surveys in order to secure additional abnormal funding of £5.2m. 3. PFI - legal and financial assessment - this work has been undertaken to support the authorities position on how to best proceed with the BSF/PFI interface.	-524	377
Income		0	-109	-109			-109
<b>G89 Building Schools for the Future</b>	<b>132</b>	<b>299</b>	<b>1,091</b>	<b>792</b>		<b>-524</b>	<b>268</b>
Expenditure	0	17	17	0			0
Income	0	0	0	0			0
<b>G91 Holding accounts</b>	<b>0</b>	<b>17</b>	<b>17</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Total</b>	<b>80,006</b>	<b>87,092</b>	<b>88,197</b>	<b>1,105</b>		<b>-422</b>	<b>683</b>
<b>Add: Trading Accounts (See Appendix 7a)</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>			<b>359</b>
<b>Children's Services Total</b>	<b>80,006</b>	<b>87,092</b>	<b>88,206</b>	<b>1,114</b>		<b>-422</b>	<b>1,042</b>

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	1,343	1,562	1,562	0			0
Income	-1,343	-1,562	-1,562	0			0
<b>E01 Management &amp; Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	935	909	1,150	241			241
Income	-935	-909	-1,149	-240			-240
<b>E10 Street Services Management &amp; Admin</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>		<b>0</b>	<b>1</b>
Expenditure	29,117	28,792	29,288	496	Variance relates to the difference between the actual cost of purchasing LATS and the estimated cost. The underspend is requested to be carried forward and used to progress the Waste Strategy Procurement	220	716
Income	-5,026	-4,948	-5,662	-714			
<b>E11 Waste &amp; Cleansing Services</b>	<b>24,091</b>	<b>23,844</b>	<b>23,626</b>	<b>-218</b>		<b>220</b>	<b>2</b>
Expenditure	11,287	12,499	12,829	330			330
Income	-1,976	-2,441	-2,752	-311			-311
<b>E12 Transportation &amp; Highways</b>	<b>9,311</b>	<b>10,058</b>	<b>10,077</b>	<b>19</b>		<b>0</b>	<b>19</b>
Expenditure	1,744	1,803	1,592	-211			-211
Income	-1,744	-1,803	-1,592	211			211
<b>E14 Local Enforcement Teams</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	121	122	127	5			5
Income	-121	-121	-127	-6			-6
<b>E20 Environment Control Manager</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>-1</b>		<b>0</b>	<b>-1</b>
Expenditure	1,923	2,302	2,352	50			50
Income	-300	-717	-821	-104			-104
<b>E21 Trading Standards</b>	<b>1,623</b>	<b>1,585</b>	<b>1,531</b>	<b>-54</b>		<b>0</b>	<b>-54</b>

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	6,136	6,823	6,980	157	The variance relates to the additional cost of accommodation (see Resources.)		157
Income	-758	-1,387	-1,444	-57			-57
<b>E22 Environmental Health</b>	<b>5,378</b>	<b>5,436</b>	<b>5,536</b>	<b>100</b>		<b>0</b>	<b>100</b>
Expenditure	5,020	5,019	5,073	54			54
Income	-3	-3	-87	-84			-84
<b>E23 Concessionary Fares</b>	<b>5,017</b>	<b>5,016</b>	<b>4,986</b>	<b>-30</b>		<b>0</b>	<b>-30</b>
					The net surplus accrued will reimburse General Balances, which were utilised to offset the deficit which was incurred within the Parking Account in 2006/07.		
		9,780	16,321	6,541			6,541
<b>E24 Parking Control</b>	<b>0</b>	<b>0</b>	<b>-521</b>	<b>-521</b>		<b>0</b>	<b>-7,062</b>
					A review of business continuity needs by the Business Continuity Planning Group resulted in the identification of more cost effective methods of providing BC options. As a consequence delays to the procurement process resulted in an underspend in 08/09 however these resources will be required to met committed expenditure in 09/10.		
Expenditure	540	964	766	-198			-198
Income	-210	-443	-374	69			69
<b>E36 Health &amp; Safety</b>	<b>330</b>	<b>521</b>	<b>392</b>	<b>-129</b>		<b>0</b>	<b>-129</b>
Expenditure	974	975	464	-511			-511
Income	-974	-974	-464	510			510
<b>E40 Divisional Management</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>-1</b>		<b>0</b>	<b>-1</b>
Expenditure	10,666	9,937	9,718	-219			-219
Income	-1,672	-1,588	-1,429	159			159
<b>E41 Idea Stores Management</b>	<b>8,994</b>	<b>8,349</b>	<b>8,289</b>	<b>-60</b>		<b>0</b>	<b>-60</b>
Expenditure	5,596	5,315	5,408	93			93
Income	-655	-567	-589	-22			-22
<b>E42 Sports &amp; Physical Activity</b>	<b>4,941</b>	<b>4,748</b>	<b>4,819</b>	<b>71</b>		<b>0</b>	<b>71</b>
Expenditure	7,327	7,138	7,317	179			179
Income	-758	-1,110	-1,238	-128			-128
<b>E43 Parks &amp; Open Spaces</b>	<b>6,569</b>	<b>6,028</b>	<b>6,079</b>	<b>51</b>		<b>0</b>	<b>51</b>
Expenditure	1,843	2,137	2,457	320	This variance relates to the funding to support the management of the Baishaki Mela for 2009. This was allocated by Cabinet in October 2008, a small element of this funding was utilised in the 08/09 financial year but the majority will be utilised in 09/10.		320
Income	-279	-324	-886	-562			-562
<b>E44 Arts &amp; Events</b>	<b>1,564</b>	<b>1,813</b>	<b>1,571</b>	<b>-242</b>		<b>0</b>	<b>-242</b>

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comments on major variances over £100k	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	751	775	808	33		289	322
Income	-751	-774	-837	-63			-63
<b>E45 Mile End Park</b>	<b>0</b>	<b>1</b>	<b>-29</b>	<b>-30</b>		<b>289</b>	<b>259</b>
Expenditure	1,340	605	621	16			16
Income	-401	-389	-419	-30			-30
<b>E51 Head of Crime Reduction</b>	<b>939</b>	<b>216</b>	<b>202</b>	<b>-14</b>		<b>0</b>	<b>-14</b>
Expenditure	711	1,603	1,728	125			125
Income	-333	-671	-877	-206			-206
<b>E53 Partnership and Performance</b>	<b>378</b>	<b>932</b>	<b>851</b>	<b>-81</b>		<b>0</b>	<b>-81</b>
Expenditure	2,108	1,822	1,984	162			162
Income	-374	-1,012	-1,157	-145			-145
<b>E54 Operations</b>	<b>1,734</b>	<b>810</b>	<b>827</b>	<b>17</b>		<b>0</b>	<b>17</b>
Expenditure	808	1,054	1,179	125			125
Income	-627	-300	-353	-53			-53
<b>E55 Policy &amp; Victims</b>	<b>181</b>	<b>754</b>	<b>826</b>	<b>72</b>		<b>0</b>	<b>72</b>
Expenditure	1,938	3,296	3,260	-36			-36
Income	-2,282	-2,051	-2,041	10			10
<b>E56 Drugs Action Team</b>	<b>-344</b>	<b>1,245</b>	<b>1,219</b>	<b>-26</b>		<b>0</b>	<b>-26</b>
Expenditure	621	2,389	2,334	-55			-55
Income	-307	-2,069	-2,019	50			50
<b>E61 Participation &amp; Engagement</b>	<b>314</b>	<b>320</b>	<b>315</b>	<b>-5</b>		<b>0</b>	<b>-5</b>
Expenditure	0	2,664	2,691	27	This variance reflects elements of the 2007/08 Living Well Programme which were agreed to be continued until 30/9/08 and to be funded from Neighbourhood Renewal Fund resources carried forward, these resources are held in an Earmarked Reserve.		27
Income	0	-2,662	-2,213	449			-478
<b>E62 Working Neighbourhoods Fund</b>	<b>0</b>	<b>2</b>	<b>478</b>	<b>476</b>		<b>-478</b>	<b>-2</b>
<b>Total</b>	<b>71,020</b>	<b>71,680</b>	<b>71,075</b>	<b>-605</b>		<b>31</b>	<b>-574</b>
<b>Add: Trading Accounts (See Appendix )</b>	<b>0</b>	<b>0</b>	<b>-151</b>	<b>-151</b>		<b>50</b>	<b>-101</b>
<b>Communities, Localities &amp; Culture Total</b>	<b>71,020</b>	<b>71,680</b>	<b>70,924</b>	<b>-756</b>		<b>81</b>	<b>-675</b>

DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	2,990	3,589	4,252	663	The net overspend on this service arises from a combination of smaller budget variances. A major element relates to a retirement cost payable as a result of the integration of the former housing directorate.	-131	663
Income	-907	-1,285	-1,819	-533			-664
<b>J04 Major Project &amp; Development</b>	<b>2,083</b>	<b>2,304</b>	<b>2,433</b>	<b>130</b>		<b>-131</b>	<b>-1</b>
Expenditure	2,861	3,449	3,501	52	The Directorate budget includes a high level of income from development fees and land charges. During the financial year, large shortfalls in fee income were projected, however, although the total Land Charge Search Fee income received was well below target, a number of significant fees were received for major planning applications and this meant that the projected pressure for the 2008-09 financial year did not arise, indeed the service ultimately generated a net surplus. It must be stressed however that these are one-off applications and few major applications are anticipated in the near future. The implications of statutory changes to the Land Charges service were addressed as part of the 2009-10 budget process. However there is a significant risk that the current economic climate and its impact on the property market could cause severe budgetary pressures in 2009-10 and later years.		52
Income	-2,975	-3,509	-4,010	-500		-500	
<b>J06 Development Decisions</b>	<b>-114</b>	<b>-60</b>	<b>-508</b>	<b>-448</b>		<b>0</b>	<b>-448</b>
Expenditure	3,203	6,584	4,791	-1,793	The net overspend on this budget has arisen due to additional non grant funded expenditure being incurred on the New Deal for Communities programme. This will be addressed over the remaining year of the scheme.		-1,793
Income	-1,611	-4,986	-2,930	2,056		2,056	
<b>J08 External Project Funding</b>	<b>1,592</b>	<b>1,598</b>	<b>1,860</b>	<b>263</b>		<b>0</b>	<b>263</b>
Expenditure	680	680	680	0			0
Income				0			0
<b>J10 Match Funding</b>	<b>680</b>	<b>680</b>	<b>680</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	1,833	2,209	2,193	-16			-16
Income	-378	-487	-534	-48			-48
<b>J12 Resources</b>	<b>1,455</b>	<b>1,722</b>	<b>1,659</b>	<b>-63</b>		<b>0</b>	<b>-63</b>
Expenditure	3,019	3,760	4,133	374	The variance on this budget relates to increased accommodation costs (£119k), additional costs incurred following the appointment of an interim director for part of the financial year (£52k), as well as the need to employ temporary staff to cover long term sickness absence within the service (£151k)		374
Income	-151	-215	-233	-18		-18	
<b>J14 Management &amp; Support Services</b>	<b>2,868</b>	<b>3,545</b>	<b>3,901</b>	<b>356</b>		<b>0</b>	<b>356</b>
Expenditure	2,607	1,736	3,575	1,839	Expenditure is significantly higher than initially estimated to reflect the costs of the development and implementation of the corporate asset management system, together with the on-going additional costs that are being incurred to deliver comprehensive building surveys and backlog health and safety maintenance. These essential works are being funded through specific resources set aside in previous years, and financing is therefore being drawn down from earmarked reserves.		1,839
Income	-1,191	-675	-2,298	-1,623		-1,623	
<b>J16 Asset Management</b>	<b>1,416</b>	<b>1,060</b>	<b>1,277</b>	<b>217</b>		<b>0</b>	<b>217</b>



DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	610	845	859	14			14
Income		-233	-247	-14			-14
<b>J18 Olympics</b>	<b>610</b>	<b>613</b>	<b>612</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	5,911	9,247	8,828	-419	The net underspend on this budget is due to the receipt of additional City Strategy funding in relation to expenditure incurred on employment initiatives in prior years.		-419
Income	-1,870	-5,863	-5,585	278			278
<b>J20 Regeneration Strategy Sustainability</b>	<b>4,041</b>	<b>3,385</b>	<b>3,244</b>	<b>-141</b>		<b>0</b>	<b>-141</b>
<b>Total</b>	<b>14,632</b>	<b>14,846</b>	<b>15,158</b>	<b>311</b>		<b>-131</b>	<b>180</b>
<b>Add: Trading Accounts (See Appendix )</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>0</b>
<b>Development &amp; Renewal Total</b>	<b>14,632</b>	<b>14,846</b>	<b>15,158</b>	<b>312</b>		<b>-131</b>	<b>181</b>

CHIEF EXECUTIVE'S	FULL YEAR				Comment/Risk Area	Requests for transfers to/From Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	911	0		0	The service and budget has been transferred to Children's Services		0
Income	0	0		0			0
<b>C04 Local Training &amp; Employment</b>	<b>911</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	2,783	3,058	3,502	444			444
Income	-2,783	-3,033	-3,378	-345			-345
<b>C14 Communications</b>	<b>0</b>	<b>25</b>	<b>124</b>	<b>99</b>		<b>0</b>	<b>99</b>
Expenditure	620	619	664	45			45
Income	0	0	-84	-84			-84
<b>C16 Strategy &amp; Performance</b>	<b>620</b>	<b>619</b>	<b>580</b>	<b>-39</b>		<b>0</b>	<b>-39</b>
Expenditure	3,574	3,879	3,695	-184	A budget for Children's Services Court Fees of £390k was created in July 2008 and this has not been fully expended.		-184
Income	-3,574	-3,474	-3,448	26			26
<b>C52 Legal Services</b>	<b>0</b>	<b>405</b>	<b>247</b>	<b>-158</b>		<b>0</b>	<b>-158</b>
Expenditure	1,450	1,831	1,500	-331			-331
Income	-139	-578	-329	249			249
<b>C54 Scrutiny &amp; Equalities</b>	<b>1,311</b>	<b>1,253</b>	<b>1,171</b>	<b>-82</b>		<b>0</b>	<b>-82</b>
Expenditure	702	1,027	867	-160	The budget includes £321k for subsidy payments for burials outside the borough, however the actual spend was only £45k. This anticipated underspend reflects the fact that the scheme was launched midway through the financial year. The service manager expects that expenditure will be closer to the budget figure next year.		-160
Income	-337	-337	-412	-75			-75
<b>C56 Registration of Births, Deaths</b>	<b>365</b>	<b>690</b>	<b>455</b>	<b>-235</b>		<b>0</b>	<b>-235</b>
Expenditure	492	671	657	-14			-14
Income	0	0	-15	-15			-15
<b>C58 Electoral Registration</b>	<b>492</b>	<b>671</b>	<b>642</b>	<b>-29</b>		<b>0</b>	<b>-29</b>
Expenditure	30	25	19	-6			-6
Income	0	0	0	0			0
<b>C60 Borough Elections</b>	<b>30</b>	<b>25</b>	<b>19</b>	<b>-6</b>		<b>0</b>	<b>-6</b>
Expenditure	2,817	2,836	2,925	89	Extra admin support was provided in the Executive Office requested by the Leader of the Council, and additional temporary resources and overtime pay was incurred to support functions such as Council meetings and the Mayor's charity ball and events. There were also additional advertising costs for Labour and Respect Political Adviser posts.		89
Income	-387	-387	-353	34			34
<b>C62 Democratic Services</b>	<b>2,430</b>	<b>2,449</b>	<b>2,572</b>	<b>123</b>		<b>0</b>	<b>123</b>
Expenditure	812	875	973	98	The overspend is due to additional costs of Administrative Buildings on the East India estate.		98
Income	0	0	0	0			0
<b>C78 Demo Representation &amp; Mgt</b>	<b>812</b>	<b>875</b>	<b>973</b>	<b>98</b>		<b>0</b>	<b>98</b>
Expenditure	4,259	4,733	4,198	-535	A number of projects have been commissioned as part of the Chief Executive's improvement strategy and these have not all completed within 2008/09. A carry forward of £350k is requested to fund this slippage.	350	-185
Income	-160	-160	-167	-7			-7
<b>C80 Corporate Management</b>	<b>4,099</b>	<b>4,573</b>	<b>4,031</b>	<b>-542</b>		<b>350</b>	<b>-192</b>
<b>Chief Executive's Total</b>	<b>11,071</b>	<b>11,585</b>	<b>10,814</b>	<b>-771</b>		<b>350</b>	<b>-421</b>

RESOURCES	FULL YEAR				Comment/Risk Area	Requests for transfers to/From Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	2,215	2,369	2,453	84			84
Income	-2,215	-2,215	-2,229	-14			-14
<b>R32 Corporate Finance</b>	<b>0</b>	<b>154</b>	<b>224</b>	<b>70</b>		<b>0</b>	<b>70</b>
Expenditure	905	911	967	56			56
Income	-905	-905	-992	-87			-87
<b>R34 Internal Audit</b>	<b>0</b>	<b>6</b>	<b>-25</b>	<b>-31</b>		<b>0</b>	<b>-31</b>
Expenditure	34,589	35,748	35,125	-623	This surplus was expected largely arising from Council Tax Benefits subsidy and additional income from fines.		-623
Income	-30,572	-30,572	-30,463	109			109
<b>R36 Council Tax &amp; NNDR</b>	<b>4,017</b>	<b>5,176</b>	<b>4,662</b>	<b>-514</b>		<b>0</b>	<b>-514</b>
Expenditure	884	914	971	57			57
Income	-732	-734	-717	17			17
<b>R38 Procurement</b>	<b>152</b>	<b>180</b>	<b>254</b>	<b>74</b>		<b>0</b>	<b>74</b>
Expenditure	480	591	583	-8			-8
Income	-480	-591	-583	8			8
<b>R40 Risk Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
Expenditure	1,160	1,205	1,185	-20			-20
Income	-1,160	-1,160	-1,159	1			1
<b>R42 Debtors Income Service</b>	<b>0</b>	<b>45</b>	<b>26</b>	<b>-19</b>		<b>0</b>	<b>-19</b>
Expenditure	435	482	583	101			101
Income	-433	-434	-466	-32			-32
<b>R44 Cashiers</b>	<b>2</b>	<b>48</b>	<b>117</b>	<b>69</b>		<b>0</b>	<b>69</b>
Expenditure	848	901	804	-97			-97
Income	-848	-848	-849	-1			-1
<b>R46 Payments</b>	<b>0</b>	<b>53</b>	<b>-45</b>	<b>-98</b>		<b>0</b>	<b>-98</b>
Expenditure	9,473	9,583	10,578	995	This underspend is largely because the Service Desk procurement and implementation was delayed and will now be finalised in 2009/10. It is requested that this funding be carried forward.	213	1,208
Income	-9,473	-10,442	-11,722	-1,280			-1,280
<b>R48 Information Services</b>	<b>0</b>	<b>-859</b>	<b>-1,144</b>	<b>-285</b>		<b>213</b>	<b>-72</b>
Expenditure	8,384	7,728	7,746	18	The overspend is due to an over estimate of income from internal clients following reduced demand.		18
Income	-4,639	-4,730	-4,563	167			167
<b>R50 Customer Access</b>	<b>3,745</b>	<b>2,998</b>	<b>3,183</b>	<b>185</b>		<b>0</b>	<b>185</b>

RESOURCES	FULL YEAR				Comment/Risk Area	Requests for transfers to/From Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	20,916	21,474	22,535	1,061	Dilapidation costs were incurred on 102 Mile End Road of £175k. In addition, there were a number of over- and under spendings due to savings on disposed properties such as Millharbour, offset by costs, including security, energy and maintenance, on buildings whose disposal was delayed beyond their expected dates.		1,061
Income	-19,483	-21,466	-22,271	-805			-805
<b>R52 Admin Buildings</b>	<b>1,433</b>	<b>8</b>	<b>264</b>	<b>256</b>		<b>0</b>	<b>256</b>
Expenditure	0	184,749	189,509	4,760	This underspend is due to increased Housing Benefit awards on the private sector.		4,760
Income	0	-184,009	-189,451	-5,442			-5,442
<b>R54 Housing Benefits</b>	<b>0</b>	<b>740</b>	<b>58</b>	<b>-682</b>		<b>0</b>	<b>-682</b>
Expenditure	439	458	696	238	£83k expended to bring Sutton Street depot back into use; £66k roof renewal to Watts Grove depot; £75k additional costs of energy, repairs & maintenance and cleaning of depot premises.		238
Income	-424	-435	-449	-14			-14
<b>R56 Depots</b>	<b>15</b>	<b>23</b>	<b>247</b>	<b>224</b>		<b>0</b>	<b>224</b>
Expenditure	0	7,755	9,748	1,993	A significant increase in caseload Benefits claims and associated increase in workloads following the economic downturn required additional resources to ensure the prompt assessment and payment of claims.		1,993
Income	0	-6,012	-7,881	-1,869			-1,869
<b>R58 Benefits Admin Team</b>	<b>0</b>	<b>1,743</b>	<b>1,867</b>	<b>124</b>		<b>0</b>	<b>124</b>
Expenditure	417	418	717	299			299
Income	-417	-417	-673	-256			-256
<b>R60 Reprographics</b>	<b>0</b>	<b>1</b>	<b>44</b>	<b>43</b>		<b>0</b>	<b>43</b>
Expenditure	2,165	2,239	2,326	87			87
Income	-2,163	-2,201	-2,377	-176			-176
<b>R64 Shared Services</b>	<b>2</b>	<b>38</b>	<b>-51</b>	<b>-89</b>		<b>0</b>	<b>-89</b>
Expenditure	2,704	3,700	4,067	367	Expenditure was committed over and above the the level of grant available.		367
Income	-2,704	-3,442	-3,516	-74			-74
<b>R72 Human Resources</b>	<b>0</b>	<b>258</b>	<b>551</b>	<b>293</b>		<b>0</b>	<b>293</b>
Expenditure	1,292	381	469	88			88
Income	-1,290	-64	-87	-23			-23
<b>R74 Occupational Health</b>	<b>2</b>	<b>317</b>	<b>382</b>	<b>65</b>		<b>0</b>	<b>65</b>
Expenditure	4,225	4,813	5,034	221	The overspend has arisen due to long-standing training commitments entered into in previous years for positive action schemes combined with a mismatch between expenditure and grant income. This has now been resolved and will not occur in 2009/2010.		221
Income	-3,328	-4,063	-4,055	8			8
<b>R76 HR/Learning &amp; Development</b>	<b>897</b>	<b>750</b>	<b>979</b>	<b>229</b>		<b>0</b>	<b>229</b>
Expenditure	930	1,429	1,288	-141	The funding of £116k set aside to fund Single Status payments was not required, resulting in an underspend.		-141
Income	0	0	0	0			0
<b>R82 Non-Distributed Costs</b>	<b>930</b>	<b>1,429</b>	<b>1,288</b>	<b>-141</b>		<b>0</b>	<b>-141</b>
<b>Resources Total</b>	<b>11,198</b>	<b>13,108</b>	<b>12,881</b>	<b>-227</b>		<b>213</b>	<b>-14</b>

CAPITAL FINANCING & OTHER	FULL YEAR				Comment/Risk Area	Requests for transfers to/from Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure	25,612	19,173	39,071	19,898	The net underspend on the corporate budget is attributable to the exposure to higher rates obtainable for term deposits before the pronounced fall attributable to the liquidity crisis and the reduction in interest payable on variable rate debt.		19,898
Income	-3,976	-6,876	-27,659	-20,783			-20,783
<b>CAPITAL FINANCING &amp; OTHER</b>	<b>21,636</b>	<b>12,297</b>	<b>11,412</b>	<b>-885</b>		<b>0</b>	<b>-885</b>

**2008-09 FULL YEAR OUTTURN  
HOUSING REVENUE ACCOUNT**

HOUSING REVENUE ACCOUNT	FULL YEAR				Comment/Risk Area	Requests for transfers to/From Ear marked reserves £'000	Revised difference between outturn and latest budget £'000
	Original Budget £'000	Latest Budget £'000	Actual Outturn as at 31/03/09 £'000 (before transfers to/from reserves)	Difference between outturn and Latest Budget £'000			
Expenditure					Increased rental income was received due to a change in the average dwelling stock levels. The original budget assumed a lower level of average stock for 2008-09 due to potential stock transfers. These transfers did not take place and as a result stock numbers and the corresponding rental income was higher than originally budgeted for.		0
Income	-56,293	-56,293	-57,642	-1,349			-1,349
<b>Dwelling &amp; Non Dwelling Rents</b>	<b>-56,293</b>	<b>-56,293</b>	<b>-57,642</b>	<b>-1,349</b>		<b>0</b>	<b>-1,349</b>
Expenditure					Leaseholder service charges are initially based on estimates and are adjusted when the actual costs are known at the end of the year. Any adjustments are therefore reflected in the following year's accounts. The reduced income in 2008-09 incorporates the subsequent Council determination to provide rebates to leaseholders.		0
Income	-17,100	-16,600	-15,071	1,529			1,529
<b>Tenant &amp; Leaseholder Service Charges</b>	<b>-17,100</b>	<b>-16,600</b>	<b>-15,071</b>	<b>1,529</b>		<b>0</b>	<b>1,529</b>
Expenditure					HRA subsidy entitlement was significantly reduced, mainly as a result of the reductions in the Bank of England base interest rate, although this was partially offset by reductions in capital financing charges.		0
Income	-21,323	-21,323	-18,771	2,552			2,552
<b>Government Subsidy</b>	<b>-21,323</b>	<b>-21,323</b>	<b>-18,771</b>	<b>2,552</b>		<b>0</b>	<b>2,552</b>
Expenditure							0
Income	-1,025	-1,025	-1,047	-22			-22
<b>Contributions from General Fund</b>	<b>-1,025</b>	<b>-1,025</b>	<b>-1,047</b>	<b>-22</b>		<b>0</b>	<b>-22</b>
Expenditure					An increase in investment income arose due to higher than estimated levels of HRA reserves brought forward into 2008-09.		0
Income	-815	-815	-1,002	-187			-187
<b>Investment Income Received (Item 8)</b>	<b>-815</b>	<b>-815</b>	<b>-1,002</b>	<b>-187</b>		<b>0</b>	<b>-187</b>
Expenditure	26,442	27,842	28,221	379	Expenditure on repairs and maintenance was higher than originally anticipated. Various factors contributed to this including the additional spend that was incurred towards the end of the financial year following the successful "repairs action days" run by Tower Hamlets Homes.		379
Income							0
<b>Repairs &amp; Maintenance</b>	<b>26,442</b>	<b>27,842</b>	<b>28,221</b>	<b>379</b>		<b>0</b>	<b>379</b>
Expenditure	41,122	40,122	45,030	4,908	The majority of these costs are extraordinary one-off restructuring costs which had been provided for within reserves		4,908
Income							0
<b>Supervision &amp; Management</b>	<b>41,122</b>	<b>40,122</b>	<b>45,030</b>	<b>4,908</b>		<b>0</b>	<b>4,908</b>
Expenditure	1,480	1,480	215	-1,265	Since 2004, all Rent Rebates paid in respect of local authority tenants have been accounted for within the General Fund rather than the HRA. The General Fund cannot claim the full rent rebate subsidy if the actual average rent is above the limit rent, which is the case in Tower Hamlets. In order to ensure that the General Fund does not effectively subsidise tenants, an equivalent contribution must be recovered from the Housing Revenue Account. After the budget was established for 2008-09, the DCLG amended the date for the completion of rent restructuring, and consequently the contribution to the General Fund was lower than anticipated. The reduced contribution to the General Fund is matched by an increase in Rent Rebate Subsidy and has a neutral impact on the General Fund.		-1,265
Income							0
<b>Contributions to General Fund</b>	<b>1,480</b>	<b>1,480</b>	<b>215</b>	<b>-1,265</b>		<b>0</b>	<b>-1,265</b>
Expenditure	810	810	1,464	654	Following an assessment of outstanding debt, an increase in the bad debt provision was required in accordance with accounting principles.		654
Income							0
<b>Provision for Bad &amp; Doubtful Debts</b>	<b>810</b>	<b>810</b>	<b>1,464</b>	<b>654</b>		<b>0</b>	<b>654</b>
Expenditure	33,256	34,006	31,259	-2,747	This item incorporates various capital financing related items, including interest charges on debt, and depreciation. Following the reduction in Bank of England base interest rate, there was a reduction in the interest charged to the HRA.		-2,747
Income							0
<b>Capital Financing Charges</b>	<b>33,256</b>	<b>34,006</b>	<b>31,259</b>	<b>-2,747</b>		<b>0</b>	<b>-2,747</b>
Expenditure	0	0	0	0			0
Income	-5,907	-5,907		5,907			-5,588
<b>Contributions from Reserves</b>	<b>-5,907</b>	<b>-5,907</b>	<b>0</b>	<b>5,907</b>		<b>-5,588</b>	<b>319</b>
<b>Total Net HRA Expenditure</b>	<b>647</b>	<b>2,297</b>	<b>12,656</b>	<b>10,359</b>		<b>-5,588</b>	<b>4,771</b>

LATEST TARGETS 2008/2009

APPENDIX 4C

	Cabinet 11/03/09 £000	Accommodation Charges £000	DELL £000	One Stop Shop recharge £000	Depreciation £000	Single Status £000	Support Services £000	RCCO £000	Early Retirements £000	Housing Benefits £000	Latest Targets 2008/2009 £000
<b>Service Budgets</b>											
Adult Services	83,808	497	107			467			11		84,890
Children's Services	86,077	525	299						191		87,092
Communities, Localities & Culture	73,449	475	124	(86)	(51)			(2,282)	51		71,680
Development and Renewal	16,660	511	142				(2,278)	(64)		(125)	14,846
Chief Executive	11,490	40	25						30		11,585
Resources	14,071	(2,048)	178	86	(967)		2,278	(969)	354	125	13,108
Corporate/Capital	11,052		(875)		1,018	(467)		3,315	(637)		13,406
	<b>296,607</b>	-	-	-	-	-	-	-	-	-	<b>296,607</b>
<b>Payments to/from Balances</b>											
Corporate Contingency	204										204
Local Public Service Agreement Reserve	(610)										(610)
Parking Control Reserve	(3,385)										(3,385)
Housing Choice Earmarked Reserve	1,978										1,978
E-Govt Loan Repayment	689										689
Asset Management Reserve	500										500
Insurance Fund Earmarked Reserve	500										500
General Balances	(985)										(985)
<b>TOTAL NET BUDGET</b>	<b>295,498</b>	-	-	-	-				-		<b>295,498</b>

## EARMARKED RESERVES

Directorate etc. / Reserve	Proposed Movement		Detail
	TO	FROM	
	£	£	
<b>Requested Carry Forwards</b>			
Miscellaneous IT Projects (Resources)	213,000.00		To fund future IT projects. A review of the reserve showed that the balance at the beginning of year (£380,000) should more appropriately be held in the PC Refresh reserve. Proposal to carry forward unspent budget provision in 2008-09 (£213,000) into the reserve.
Corporate Initiatives (Chief Executive)	350,000.00		Request to carry forward £350,000 underspend for one-off initiatives agreed through PRG to improve poor performance in future years
Blackwall Depot security works (CLC)	50,000.00		To be used to fund security works as part of client service improvements.
Food Waste Recycling Programme (CLC)	220,000.00		Carry forward of 2008-09 underspend to progress the programme as incorporated in the Waste Strategy approved by Cabinet.
Baishaki Mela (CLC)	288,000.00		To fund the Council management and organisation of the Mela in 2009 and to support the creation of a new community trust to deliver the Mela in future years.
Homelessness (Adults)	676,580.40		To progress future homeless initiatives.
Frameworki (Adults)	500,000.00		Currently implementing a new client data base using new software called Frameworki. Reserve towards future mobile technology and functionality improvements.
Unapplied Rate Rebates Monies (Children's)	102,249.27		Savings in rates payable to be earmarked for future improvements to Children's Services building stock.
<b>Requested Utilisation of Earmarked Reserves</b>			
Recruitment (Children's)		524,474.00	Reserve no longer required.
Neighbourhood Renewal Fund (CLC and D&R)		607,423.00	Used to fund Living Well projects brought forward from 2007-08, and reimburse NDC resources previously used in substitution.
<b>TOTAL</b>		<b>1,267,932.67</b>	

<b>Additional allocation to reserve requiring approval</b>			
PRG LPSA 2008	2,347,937.40		This reserve represents grant received which will be used to deliver improved outcomes in accordance with the Local Area Agreement.
ABG reserve	5,743,604.74		Carry forward of unused Area Based Grant from 2008-09.
Admin Buildings Car Park		12,743.20	Reserve no longer required- transferred to General Reserve
Civil Contingencies		100,000.00	Reduced amount required following detailed review transferred to General Reserve
		<b>7,978,798.94</b>	

<b>Budgeted allocations to and from reserves</b>			
Insurance	111,969.28		The Council is self insured for most liability and property risks. The level of the reserve is reviewed by an actuary annually and where appropriate an amount transferred to the Insurance Provision. The proposed amount is the net of budgeted transfers into the reserve, and the transfer to the provision.
Corporate Initiatives		300,000.00	Partial use of carry forward approved as at 31st March 2009
Electoral Registration		45,000.00	Use of carry forward approved as at 31st March 2008
Funding for Local Elections	150,000.00		Pre-funding of 2010 Borough Elections as agreed by Cabinet in February 2007



Egovernment	689,000.00		Contribution agreed as part of 2008-09 budget setting.
PCT		100,000.00	Use of carry forward approved as at 31st March 2008
Crossrail		64,167.00	Partial use of carry forward approved as at 31st March 2009
Decent Homes	1,978,000.00		To increase the reserve to £23.7 million - £15.1 million to fund capital schemes previously funded from capital receipts which have now been allocated to the Housing Overcrowding Strategy; £8.6 million earmarked for potential future costs associated with the outsourcing of the Council's housing repairs and improvements service.
Olympic and Paralympic Legacy	610,000.00		For the purpose of making a grant available, should it be necessary, to the developers of the Olympic Aquatics Centre in addition to other olympic legacy expenditure. This is a technical adjustment to move existing resources into the proper account.
LABGI (Town Centres)	725,000.00		To allocate Local Authorities Business Growth Incentives Scheme grant to town centre improvements. (Approved by Cabinet July 2008)
		<b>3,754,802.28</b>	

#### Surpluses / deficit on Statutory Accounts

Parking Control	957,085.00		Surplus on the account for the year carried forward for use on parking control measures
Building control Surplus	86,719.47		Surplus for year carried forward..
Schools Balances		7,812,783.24	Deficit on schools budgets carried forward to future years
		<b>-6,768,978.77</b>	

#### Accounting adjustments

Trading Accounts		692,606.10	In accordance with proper accounting practice, to close all "Trading Accounts" reserves and transfer the overall balance to the General Fund.
Final Accounts review	504,574.05		Held to meet any liabilities identified following a review of the Council's final accounts and balance sheet.
Regeneration Issues	1,738,241.56		This is a technical adjustment to move existing regeneration grants into the proper account. Required for future regeneration initiatives and potential liabilities such as the clawback of grant.
Housing and PDG revenue funding	1,235,789.31		Earmarked to finance future planning function initiatives including the digitisation of records; and Local Development Framework and Customer Contact Centre related expenditure. Technical adjustment to move existing grants into the proper account.
		<b>2,785,998.82</b>	

Children's Services	Latest Budget £'000	Outturn £'000	Variance £'000	Comment/ Risk Areas	Requests for transfers to/From Ear marked reserves £'000
Expenditure		1,338	1,338		
Income		-1,338	-1,338		
<b>Contract Services: Building Cleaning</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		1,245	1,245		
Income		-1,245	-1,245		
<b>Contract Services: Welfare Catering</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		9,348	9,348		
Income		-9,339	-9,339		
<b>Contract Services: Schools Catering</b>	<b>0</b>	<b>9</b>	<b>9</b>		
Expenditure		132	132		
Income		-132	-132		
<b>86051 Schools Finance Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		189	189		
Income		-189	-189		
<b>89103 Development Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		647	647		
Income		-647	-647		
<b>89104 School Keeping Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		2,116	2,116		
Income		-2,116	-2,116		
<b>87401 Building &amp; Technical Services Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		694	694		
Income		-694	-694		
<b>89101 Sch. Library Service</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		128	128		
Income		-128	-128		
<b>89002 HEC. Disbursement</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		158	158		
Income		-158	-158		
<b>89102 HEC. Trading</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		580	580		
Income		-580	-580		
<b>89107 Music Trading</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		493	493		
Income		-493	-493		
<b>89105 IT. Trading</b>	<b>0</b>	<b>0</b>	<b>0</b>		

Children's Services			Variance £'000	Comment/ Risk Areas	Requests for transfers to/From Ear marked reserves £'000
	Latest Budget £'000	Outturn £'000			
Expenditure		219	219		
Income		-219	-219		
<b>89108 Govenors Trading Account</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		491	491		
Income		-491	-491		
<b>81506 Attendance and Welfare Services SLA Account</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		131	131		
Income		-131	-131		
<b>89010 Workplace Nursery</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Expenditure		1,158	1,158		
Income		-1,158	-1,158		
<b>81602 SLS Trading A/c</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Children's Services Total</b>	<b>0</b>	<b>9</b>	<b>9</b>		

Communities, Localities & Culture	Latest Budget	Outturn	Variance	Comments on major variances over £100k	Requests for transfers to/From Earmarked reserves £'000
	£'000	£'000	£'000		
<b>Trading Accounts</b>					
Expenditure	1,805	2,388	583	This variance reflects the cost to the Transport Service Unit of additional services requested by clients resulting in a small net operating surplus. The total of £50k will be transferred to the Transport earmarked reserve and will be used to provide for further service improvements for clients.	
Income	-1,805	-2,112	-307		
<b>E30 Fleet Management</b>	<b>0</b>	<b>276</b>	<b>276</b>		
Expenditure	4,544	4,671	127		
Income	-4,544	-4,980	-436		
<b>E31 Passenger Transport</b>	<b>0</b>	<b>-309</b>	<b>-309</b>		
Expenditure	396	409	13		
Income	-396	-423	-27		
<b>E32 DSO Vehicle Workshop</b>	<b>0</b>	<b>-14</b>	<b>-14</b>		
<b>Communities, Localities &amp; Culture Trading AC</b>	<b>0</b>	<b>-47</b>	<b>-47</b>		
<b>Non General Fund Account</b>					
Expenditure	2,193	2,118	-75	This variances relates to a surplus generated from the Street Trading operating activities. This will be used to reduce the deficit on the account from £401k in 2008/09 to £297k for 2009/10	
Income	-2,193	-2,222	-29		
<b>E25 Street Trading</b>	<b>0</b>	<b>-104</b>	<b>-104</b>		<b>104</b>
<b>Communities, Localities &amp; Culture Total</b>	<b>0</b>	<b>-151</b>	<b>-151</b>		<b>151</b>

Development & Renewal	FULL YEAR			Comment/ Risk Areas	Requests for transfers to/From Ear marked reserves £'000
	Latest Budget £'000	Outturn £'000	Variance £'000		
	£'000	£'000	£'000		
Expenditure	1,732	1,679	-53		53
Income	-1,732	-1,766	-34		34
<b>Building Control</b>	0	-87	-87		<b>87</b>
<b>Development &amp; Renewal Total</b>	<b>0</b>	<b>-87</b>	<b>-87</b>		<b>87</b>

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Adults Health & Wellbeing**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	Projected Spend 2008/09 TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000	£000		
SIG/AHWB/01	LinkAge Plus	Services for Older People	243	184	This funding was established to mainstream the Linkage Plus project funded through DWP and NRF which finished in July and August respectively.	Yes	In the transition from pilot DWP funding to mainstream LBTH/THPCT funding, the complexity of the re-contracting process has resulted in some underspend in 2008/09. 100% spend is anticipated in 2009/10.
SIG/AHWB/02	Ensuring the safeguarding and protection of vulnerable adults	Disabilities & Health	138	138	In light of the cessation of NRF funding, this funding was established to maintain and increase the work necessary to ensure the safeguarding and protection of vulnerable adults. An additional Adult Protection Officer has been employed, as intended.  We are using the resources in order to achieve a growing Awareness of the Abuse of Vulnerable Adults.	Yes	
<b>Total – Adults Health &amp; Wellbeing</b>			<b>381</b>	<b>322</b>			

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Children's Services**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/CS/01	School Meals	Resources	297	297		Yes	
<b>Total – Children's Services</b>			<b>297</b>	<b>297</b>			

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Communities, Localities & Culture**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/CLC/01	Recycling Improvement Plan	Public Realm	528	528	Increase Recycling Rates 2008/09 – 19.4% 2009/10 - 26% 2010/11 - 32%	2008/09 recycling target was achieved with a performance of 19.51%.	Food waste recycling introduced to 27,000 residential properties as well as schools, and garden waste collection to 14,000 low rise properties. Total waste collected with the collection services was 578 and 152 tonnes respectively.  Also delivered the first street market in the UK that recycles 100% of its waste, which was highly commended in the LGC awards. The current monthly recycle rate is just under 25%. Need to continue to focus on performance during 2009/10 to achieve recycling target of 26%
SIG/CLC/01	Recycling Improvement Plan	Public Realm	943	943	See above		See above



**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Communities, Localities & Culture**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/CLC/02	Participation in Sport and Physical Activity	Cultural Services	34	34	Targets relate to 2 new schemes: Get Active – Launched in Oct 2008 Young at Heart – Launched in August 2008	Target achieved. Increased numbers older people involved in Sport/Physical Activity reports submitted to Sport England for the 2 schemes	
SIG/CLC/03	Crime and Anti-Social Behaviour	Community Safety	37	41	Recruitment of additional Surveillance and Intelligence Coordinator, to improve turnaround times in meeting key priorities.	Full recruitment to structure is now complete	The additional Co-coordinator has enabled the team to significantly increase the volume of work it is able to handle and has reduced the time taken to complete operations.

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Communities, Localities & Culture**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/CLC/04	CCTV Control Centre	Community Safety	135	135	The employment of 4 additional CCTV monitoring staff, to assist in increasing average arrest rate of 46 people a month in 07/08, and live viewing increasing the issue from over 900 pieces of evidence in 07/08.	Full recruitment to structure is now complete	<p>We installed an additional 32 CCTV cameras this year and our CCTV operations room have been directly responsible for over 200 arrests over the period 2008/09. Last year there were over 3,178 fewer victims of crime in Tower Hamlets than in the previous year.</p> <p>The 'dealer a day' initiative saw more that 365 dealers arrested this year and we are committed to carrying it on next year.</p>

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Communities, Localities & Culture**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/CLC/05	Public Realm Improvement Programme	Public Realm	258	258	Programme of improvements to eyesore sites – Graffiti/Flyposting Removal	Number of jobs completed have doubled since teams conception	<p>Over 6,000 jobs completed in 2008/09 with fly-posting scores (NI195) improved from the previous year. Nevertheless, NI195 targets for graffiti and fly-posting not met. Some success with removal from Roman Road improvement area and rapid removal of offensive graffiti.</p> <p>A daily enforcement sweep was introduced to in Brick Lane to investigate fly-tips and supplement the four collections now programmed during the day. Two extra graffiti teams were introduced, doubling the total number, with 3 teams working in the day and 1 at night.</p>

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Communities, Localities & Culture**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/CLC/06	Tower Hamlets Mela	Arts and Events	130	83			Funding carried forward to offset cost of event in 2009.
<b>Total – Communities, Localities &amp; Culture</b>			<b>2,065</b>	<b>2,022</b>			

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Development & Renewal**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000			
SIG/DR/01	Asset and Community Planning	Major Project Development: Development Schemes	140	80		Yes	Staff have been permanently appointed to the posts funded through service improvement growth. The underspend reflects the fact that the officers were not in post for the full financial year.
SIG/DR/02	Town Centre Project Lead	Major Project Development: Development Schemes	70	40		Yes	An officer has now been permanently appointed to the post funded through service improvement growth. The underspend reflects the fact that the position was not filled for the full financial year.
SIG/DR/03	Sustainability	Strategy, Regeneration and Sustainability	150	100			Expenditure has been incurred towards meeting the sustainability targets. A full review of the service is being undertaken to incorporate the positions to be funded through service improvement growth
SIG/DR/05	Olympic & Paralympic Engagement	2012 Olympic & Paralympic Games	210	210		Yes	
<b>Total – Development &amp; Renewal</b>			<b>570</b>	<b>430</b>			

**SERVICE IMPROVEMENT GROWTH PROGRESS**  
**Chief Executive's**

Ref	Description	Service Area	SIG 2008/09	Actual Spend 2008/09	Projected Spend 2008/09	TARGETS	Are targets being achieved?	Issues/ Problems/ Slippage
			£000	£000	£000			
<b>SERVICE IMPROVEMENT GROWTH</b>								
<b>CHIEF EXECUTIVE'S</b>								
SIG/DR/04	Subsidy of Burials	Registration of Births, Deaths	321	45	45			The allocation for subsidy payments for burials outside the borough was £321k, however the actual spend was only £45k. The service manager reports that the initiative was launched midway through the financial year, and it was not promoted. The service manager expects that expenditure will be closer to the budget figure next year.
<b>Total – Chief Executive's</b>			<b>321</b>	<b>45</b>	<b>45</b>			

Template for Cumulative Gains 2008/09 efficiency gains					
		Reported Annual	Annual	Annual	
		Efficiency Gains	Efficiency Gains	Efficiency Gains	Comment
		Forecast	Forecast to Q4	Actuals to Q4	
		2008/09	2008/09	2008/09	
		£000	£000	£000	
<b>Adults Health &amp; Wellbeing</b>					
SAV/COR/01	Horizontal Savings	73	73	73	
SAV/AHWB/01	Efficiencies in Management & Monitoring of Home care	205	180	180	Difficulties in the procurement process has led to a slight delay however this will be contained within the Service budget this year
SAV/AHWB/02	Improved efficiency of procurement of Supplies & Services	150	150	150	
SAV/AHWB/03	Deletion of Vacant Posts	150	150	150	
SAV/AHWB/04	Restructuring of Hospital Social Work Services	386	386	386	
SAV/AHWB/05	Business Process Reengineering	600	600	600	
SAV/AHWB/06	Efficiency Savings - Commissioning of Services for Older People	210	210	210	
SAV/AHWB/07	Efficiency Savings – Third Party Providers	150	150	150	
	<b>sub-total</b>	<b>1,924</b>	<b>1,899</b>	<b>1,899</b>	
<b>Children's Services:</b>					
SAV/COR/01	Horizontal Savings	606	606	606	
SAV/CS/01	Service Reviews	354	354	354	
SAV/CS/02	Streamlining Support for Families in need	108	108	108	
SAV/CS/03	Children's Social Care Commissioning	165	165	165	
SAV/CS/04	Organisational Restructure YPL	50	50	50	
SAV/CS/05	Invest to Save - Attendance Welfare Service	25	25	25	
SAV/CS/06	Non-Statutory Support to Schools	90	90	90	
SAV/CS/07	Home to School Travel	50	50	50	
SAV/CS/08	Vendor Managed Service	40	40	40	
SAV/CS/09	Integration of Children's Services	237	237	237	
SAV/CS/10	Young People Outside School	100	100	100	
SAV/CS/11	Lifelong Learning	30	30	30	
	<b>sub-total</b>	<b>1,855</b>	<b>1,855</b>	<b>1,855</b>	
<b>Communities, Localities &amp; Culture</b>					
SAV/COR/01	Horizontal Savings	163	163	163	
SAV/CLC/01	Idea Stores income initiative	20	20	20	
SAV/CLC/02	Tree Planting Projects	30	30	30	
SAV/CLC/03	Ideas Store - Procurement	50	50	50	
SAV/CLC/04	Reduce Street Light Maintenance	35	35	35	
SAV/CLC/05	Traffic Enhancements - reduce provision	100	100	100	
SAV/CLC/06	Close Non-Automatic Toilets	50	50	50	
SAV/CLC/07	Reduction in Highways Insurance Premiums	350	350	450	
SAV/CLC/08		30	30	30	
SAV/CLC/09	Highways Maintenance - Reduce Reactive Maintenance	71	71	0	Additional expenditure necessary to offset impact of adverse weather conditions
SAV/CLC/10	Closure of Parking shop	175	175	175	
	<b>sub-total</b>	<b>1,074</b>	<b>1,074</b>	<b>1,103</b>	
<b>Development &amp; Renewal:</b>					
SAV/COR/01	Horizontal Savings - D & R	25	25	15	
SAV/DR/01	Improved business Processes	35	25	10	
SAV/DR/02	Utilisation of IT to produce Planning Consultation Documents	30	0	0	The required software package is currently being considered by IT. No savings were generated from the package in 2008/09.
SAV/DR/03	Procurement of agency staff through vendor management	35	35	25	
SAV/DR/04	Corporate Match funding	100	100	75	
SAV/DR/05	Digitisation Project	20	20	0	Ongoing project but no efficiency realised in 2008/09. Efficiencies will be achieved in future years.
SAV/DR/06	Improved Efficiency in the administration of benefits	29	29	29	
SAV/DR/07	Procurement of agency staff through vendor management	19	19	15	
SAV/COR/01	Horizontal Savings - Housing General fund	28	28	20	
	<b>sub-total</b>	<b>321</b>	<b>281</b>	<b>189</b>	
<b>Chief Executive's</b>					
SAV/COR/01	Horizontal Savings	542	542	542	
SAV/CE/01	Debt Restructuring	293	293	289	Savings diminish after year 1. Also, recent changes in market rates will affect amount of future savings.
SAV/CE/02	Change of telephone supplier	70	70	70	
SAV/CE/03	Rationalisation of Hardware & Maintenance Costs	102	102	102	
SAV/CE/04	Insurance premiums	120	120	120	
SAV/CE/05	Procurement of agency staff through vendor management	20	20	20	
SAV/CE/06	Reduction in Communications Expenditure	25	25	25	
	<b>sub-total</b>	<b>1,172</b>	<b>1,172</b>	<b>1,168</b>	
	<b>Total</b>	<b>6,346</b>	<b>6,281</b>	<b>6,214</b>	

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# Agenda Item 10.2

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee	28 <sup>th</sup> July 09	Unrestricted		
<b>Report of:</b> Assistant Chief Executive  <b>Originating Officer(s):</b> Afazul Hoque, Acting Scrutiny Policy Manager		<b>Title:</b> Establishment of Inner North East London Joint Health Overview and Scrutiny Committee  Ward(s) affected: All		

## 1. Summary

- 1.1 This report invites the Committee to agree to establish a Joint Health Overview and Scrutiny Committee with other Inner London Boroughs to respond to the consultation document issued by the Joint Committee of Primary Care Trusts entitled "Making Healthcare for London Happen in North East London: The Case for Change".

## 2. Recommendations

- 2.1 Overview and Scrutiny Committee is asked to agree that Tower Hamlets participate in the proposed Inner-London Joint Health Overview and Scrutiny Committee (JOSC) being established to respond to the consultation document issued by the Joint Committee of PCTs on proposed changes to NHS acute services.
- 2.2 That the Committee appoint 3 Members consisting of two majority group members and one member from the main opposition group from the Overview and Scrutiny Committee and/or the Health Scrutiny Panel to represent the authority on the Inner-London JOSC.
- 2.3 That the Committee appoint three deputy members for those appointed under 2.2 above.
- 2.4 That the Service Head Scrutiny and Equalities be authorised to agree the detailed terms of reference for how JOSC will operate in consultation with the appointed Members.

### 3. **Background**

- 3.1 *Healthcare for London; A Framework for Action* was published in July 2007 by NHS London. It was written by Professor Lord Darzi and outlined a number of proposals which were needed to improve the health of Londoners. These specific proposals were outlined in the *Healthcare for London: Consulting the Capital* report which went out to consultation from November 2007. The consultation was led by a Joint Committee of London PCTs and, as part of this, a Joint Overview and Scrutiny Committee (JOSC) of local authorities affected by the proposals was set up to respond.
- 3.2 The JOSC took evidence from a range of stakeholders and made 34 recommendations which were considered by the Joint Committee of PCTs (JCPCTs) on 12<sup>th</sup> June 2008. The JOSC reconvened in October 2008 to receive the formal *Healthcare for London* response to their report. The JCPCT found the comments of the JOSC to be helpful and recognised the importance of engagement with Councils and their Overview and Scrutiny Committees to transform health and social care services.
- 3.3 A further JOSC was set up in January 2009 to consider proposals to develop NHS services for acute stroke and major trauma services in London. The final report of the JOSC was published in June 2009 and consisted of 39 recommendations which is currently being considered by Healthcare for London.

### 4. **Making Healthcare for London Happen in North East London: The Case for Change**

- 4.1 The seven NHS Primary Care Trusts in North East London are currently completing "Health for North East London" (Health4NEL) – a clinically-led review into strengthening how local health care services are delivered across North East London to improve clinical quality and to deliver the aspirations set out in "A Framework for Action". Lord Darzi's review of healthcare services in London.
- 4.2 "Health for North East London" is a wide ranging review that will make proposals on how acute services are provided across the major NHS hospitals in the North East London health economy, including those provided by Barts and the Royal London Hospital. The range of services affected by the review include:
- Urgent Surgery
  - Urgent Medicine
  - Children's Services
  - Maternity and newborn services
  - Specialist services
  - Planned Care
- 4.3 The local NHS trusts conducting the review have written to the Council to inform us that some elements of their proposals may represent substantial service change and will require a formal public consultation running from October 2009 to January 2010. As the proposals will affect residents across the eight North East London Boroughs, as well as surrounding areas, the local NHS trusts have formally requested that either one or two JOSCs be constituted to scrutinise the proposals under powers laid down in the Health and Social Care Act 2001.

- 4.4 The Outer-North East London Boroughs (Barking and Dagenham, Redbridge, Waltham Forest and Havering) already have a standing Joint Health Overview and Scrutiny Committee constituted to receive this type of consultation.
- 4.5 The Council needs to consider whether it wishes to participate in the proposed Inner North East London Joint Overview and Scrutiny Committee which is being established by the London Boroughs of Newham, Hackney and the City of London to respond to the consultation document issued by the Joint Committee of Primary Care Trusts.
- 4.6 It is important that Tower Hamlets participates in this review as all acute service provisions in the borough will be subject to review and the outcome will determine the future service provisions of Bart's and the London NHS Trust.
- 4.7 The Health Scrutiny Panel at their meeting on 21<sup>st</sup> July 2009 will receive an update on the progress and timetable for the proposed consultation. A draft Terms of Reference for the JOSOC is attached in Appendix 1.

## **5 Concurrent Report of the Assistant Chief Executive (Legal)**

- 5.1 Sections 7 and 8 of the Health Care Act 2001 (the '2001 Act') provide a power for local authority overview and scrutiny committees to review and scrutinise health matters. This is confirmed by the Local Authority (Overview and Scrutiny Committees' Health Scrutiny Functions) Regulations 2002 (the '2002 Regs') which make provision in relation to the health scrutiny functions.
- 5.2 Regulation 4 deals with consultation of overview and scrutiny committees by local NHS bodies of proposals for substantial development of the health service or for any substantial variations in the provision of the health service.
- 5.3 The Secretary of State for Health State can exercise his powers under the Act 2001 and regulation 10 of the 2002 Regs, that where a local NHS body consults with more than one overview and scrutiny committee pursuant regulation 4 of the Regs, he can make a direction that the local authorities shall appoint a joint overview and scrutiny committee for the purposes of consultation and only that joint overview and scrutiny committee may comment on the proposals consulted on to the local NHS body. Such a Direction was made by the Secretary of State for Health on 17 July 2003.
- 5.4 Accordingly, in order to comply with the Direction this report seeks Members to be appointed to a joint overview and scrutiny committee for purposes of this consultation.

## **6 Comments of the Chief Financial Officer**

- 6.1 There are no direct financial implications arising from this report.

## **7 One Tower Hamlets Considerations**

- 7.1 The consultation report aims to address health inequalities that exist within London. The JOSOC will, as part of its work, need to consider carefully the equalities implications of the proposals within the report and in particular, the Equality impact Assessment undertaken by the Joint Committee of PCTs. The JOSOC will also address consultation with hard to reach communities and ensure the proposed changes have a positive impact on all sections of the community.

## **8 Sustainable Action for a Greener Environment**

8.1 There are no direct environmental implications arising from this report.

## **9 Risk Management**

9.1 There is a risk that the operation of the JOSOC may become overly bureaucratic and local issues may not be fully considered.

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

Background paper

Name and telephone number of and address where open to inspection

**Afazul Hoque  
020 7364 4636**

**JOINT OVERVIEW & SCRUTINY COMMITTEE TO REVIEW  
'NORTH EAST LONDON ACUTE PROVIDER REVIEW'**

**PROPOSED TERMS OF REFERENCE**

1. Consider and respond to the proposals set out in the PCT consultation document 'Case for Change: North East London Acute Services Review';
2. Consider whether the 'Case for Change: North East London Acute Services Review' proposals are in the interests of the health of local people and will deliver better healthcare for the people of North East London;
3. Consider the PCT consultation arrangements – including the formulation of options for change and whether the formal consultation process is inclusive and comprehensive.

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