

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 1 September 2009 at 5.30 p.m.

A G E N D A

VENUE

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

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

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

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

Co-opted Members:

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

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

Amanda Thompson, Democratic Services,

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LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 1 September 2009

5.30 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 - 12

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 28 July 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 - Ideas Stores Strategy

13 - 112

(Time allocated – 30 minutes)

6 .2 Report Called-In - Adoption of Street and Building Naming and Numbering Policy

113 - 138

(Time allocated – 30 minutes)

6 .3 Report Called-In - Proposed Acquisition of Leasehold Interest at 585-593 Commercial Road, E1 and Temporary Relocation of Leven Road Car Pound

139 - 156

(Time allocated – 30 minutes)

7. SCRUTINY SPOTLIGHT

The Lead Member for Regeneration, Localisation and Community Partnerships, Councillor Rania Khan, will attend to report on her portfolio.

(Time allocated – 30 minutes)

8. BUDGET AND POLICY FRAMEWORK ISSUES

8.1 Local Development Framework (LDF) Core Strategy 157 - 174

Note:

The appendix to this report - the LDF Core Strategy - was sent out to all Overview and Scrutiny Members under separate cover on 14 August 2009 – please bring it with you to the Overview and Scrutiny meeting.

(Time allocated – 30 minutes)

9. PERFORMANCE MONITORING

9.1 Performance and Corporate Revenue Budget Monitoring - Performance to 30th June 2009 175 - 232

(Time allocated – 30 minutes)

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

(Time allocated – 15 minutes).

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

12. 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.

13. SECTION TWO REPORTS 'CALLED IN'

There were no Section Two reports 'called in' from the meeting of Cabinet held on 29 July 2009.

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

(Time allocated - 5 minutes).

15. 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, 28 JULY 2009

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

Members Present:

Councillor Sirajul Islam (Chair)
Councillor Bill Turner (Vice-Chair)
Councillor Stephanie Eaton
Councillor Alexander Heslop
Councillor Ann Jackson
Councillor Denise Jones
Councillor A A Sardar
Councillor David Snowdon

Other Councillors Present:

Councillor Tim Archer

Officers Present:

Lutfur Ali	– (Assistant Chief Executive)
Michael Keating	– (Service Head, Scrutiny & Equalities)
Afazul Hoque	– (Acting Scrutiny Policy Manager, Scrutiny & Equalities, Chief Executive's)
Mohammed Ahad	– (Scrutiny Policy Officer)
Barry Clark	– (Administrative Support Officer Scrutiny & Equalities, Chief Executive's)
Kevan Collins	– (Interim Chief Executive)
Stephanie Ford	– (Interim Performance Manager, Strategy & Performance, Chief Executive's)
Isabella Freeman	– (Assistant Chief Executive [Legal Services])
Chris Naylor	– (Corporate Director, Resources)
Chris Worby	– (Service Head, Housing Regeneration, Development & Renewal)
Louise Fleming	– (Senior Committee Officer)

1. APOLOGIES FOR ABSENCE

Apologies were received from co-opted members Mr Abdur Rouf and Mr H Mueenuddin.

The Chair announced that he would convene a Scrutiny Challenge session on the topic of the English for Speakers of Other Languages (ESOL) cuts at TH College in response to Councillor Bill Turner's proposal at full Council.

2. DECLARATIONS OF INTEREST

Councillor Alex Heslop and Councillor Denise Jones declared personal interests in item 6.1 which related to the Blackwall Reach Regeneration Project as they were both members of the Board of Tower Hamlets Homes.

Councillor Bill Turner declared a personal interest in item 9.1 which related to Social Care Complaints as he was employed as a social care worker.

Councillor Md. Shahid Ali declared a personal interest in item 6.1 which related to the Blackwall Reach Regeneration Project as a former resident of Robin Hood Gardens.

Councillor Denise Jones declared a personal interest in item 10.2 which related to the establishment of an Inner North East London Joint Health Overview and Scrutiny Committee as a non-executive member of NHS Tower Hamlets.

3. UNRESTRICTED MINUTES

The unrestricted minutes of the meeting held on 30 June 2009 were agreed as a correct record.

4. REQUESTS TO SUBMIT PETITIONS

There were no requests made to submit petitions at the meeting.

5. REQUESTS FOR DEPUTATIONS

5.1 Deputation by Mr Darren Pauling in respect of the Called-in decision relating to the Blackwall Reach Regeneration Project

The Chair welcomed the deputation and asked its representative to address the meeting.

Mr Darren Pauling, a resident of Robin Hood Gardens, addressed the meeting in relation to the regeneration proposals for the Blackwell Reach area. He spoke in objection on the grounds that there were residents who would like the estate to be refurbished rather than demolished. He outlined the concerns of the residents relating to the proposed decant and felt there should be a full public meeting to air the concerns of residents.

The Chair thanked the deputation for attending the meeting.

5.2 Deputation by Mr Siraj Salekin in respect of the Called-in decision relating to the Blackwall Reach Regeneration Project

The Chair welcomed the deputation and asked its representatives to address the meeting.

Mr Siraj Salekin, supported by Mr Gulam Rabbani, Mr Shofiquil Haque and Mr Jubenyer from the Robin Hood Gardens TRA, addressed the meeting in relation to the regeneration proposals for the Blackwell Reach area. He outlined the current problems with anti-social behaviour on the estate and supported the regeneration for the delivery of housing and improvement of living conditions.

The Chair thanked the deputation for attending the meeting.

6. SECTION ONE REPORTS 'CALLED IN'

6.1 Report Called-In - Blackwall Reach Regeneration Project

The Chair outlined the call-in procedure to the Committee.

Councillor Archer for the Call-In Members referred to the reasons in their requisition and highlighted the main issues that they held with the provisionally agreed decisions in respect of the Blackwall Reach Regeneration Project.

Councillor Archer outlined the reasons for the Call-in, namely that time had been lost in waiting for the decision of the Secretary of State, in which time the economic climate had changed thus affecting the viability of the scheme. Therefore the revised baseline capacity for 1,600 new homes was a reduction of 1,400 since the original consultation. There were concerns about the level of affordable housing and the upheaval that would be caused to residents. He highlighted concerns of residents relating to the loss of their existing rights of tenure and felt that existing residents should be offered like for like properties in the rebuilt estate.

Councillor Archer then responded to questions from the Committee, in particular in relation to his consultation with the residents. He advised that he

had previously written to the Secretary of State to request that he speed up the decision. He supported the demolition of the estate. However, he was aware of residents' concerns relating to tenancy security.

Councillor Marc Francis, Lead Member for Housing and Regeneration, on behalf of the Cabinet in response to the Call-in, tabled pictures showing examples of the state of disrepair on the estate and stated that the housing needs of residents could not be ignored. He quoted comments made by the Call-in Councillors at previous meetings in support of the regeneration of the area and outlined the benefits of the scheme.

Councillor Tim Archer responded to Cllr Francis's representation, reiterating that he supported the demolition of the estate but that he was aware of residents' concerns relating to tenancy security.

Committee Members then put detailed questions to Councillor Francis on a number of issues including the Council's current policy in relation to assured tenancies, the effect of the current economic problems on the scheme, the consultation undertaken and the process for decant.

After the departure of the Cabinet Members, the Committee expressed concern that existing residents would be moving into smaller properties following the demolition. However, it was felt that there had already been delays and that the residents needed some decisive action to take place. It was felt that consultation regarding the decant should take place.

Following the discussion the Committee voted on whether to refer the item back to the Cabinet for further consideration and it was

RESOLVED:

That the alternative course of action proposed in the Call-in not be pursued and the decision of the Cabinet be confirmed. The Cabinet is asked to note the comments made relating to residents' concerns surrounding the decant and the assured tenancies.

7. SCRUTINY SPOTLIGHT

Councillor Ohid Ahmed, Lead Member for Resources and Performance, gave a presentation on the key issues, opportunities and challenges arising from his portfolio.

The Lead Member stated the main aims of the Resources Directorate were: Efficiency and value for money; Improving Customer Service; Workforce Development; and Information and Communications Technology. He outlined the successes and challenges faced by the Council's Corporate Property service. A key role for Strategy and Performance would be the co-ordination of the Council's response to the Government's performance framework for local government. The Lead Member summarised the feedback from the

Audit Commission on the Council's direction of travel and the results of the Residents' and Staff Surveys.

The Committee asked a number of questions relating to Workforce to Reflect the Community, in particular workers with learning disabilities, Area Based Grants, One Stop Shops, the timetable for the reduction of agency staff, the lessons learnt over participatory budgeting and the use of the Right to Buy receipts. The Lead Member and the Corporate Director Resources responded to Members' questions and advised that the points raised would be investigated. It was suggested that the individual Committee members' questions be recorded with the responses reported back to the next meeting in the form of an Action Note. The Chair advised that he would consider the request with officers and thanked the Lead Member Resources and Performance and the Corporate Director Resources for their presentation.

8. BUDGET AND POLICY FRAMEWORK ISSUES

8.1 Financial Outlook

The Committee noted that the country had entered a recession and Public finances were severely in deficit and growth in public spending would need to be curtailed from the levels experienced over recent years in order to bring them back into balance. The Committee sought reassurances from the Lead Member that in this instance the Council's budget would be managed carefully to reduce the potential impact on our residents.

The Committee sought assurances that, in having a single budget process for the General Fund and HRA for 2010/11, they would be presented separately for Members to scrutinise the different accounts.

The Committee asked that further assurances be sought regarding the reduction in committed bid for Learning Disabilities Commissioning in 2012/13 by £200k. The Committee in particular wanted actual agreement rather than an assumption that this £200k will be offset by the PCT continuing care income.

Overview and Scrutiny Members recognised that this was the first part of their scrutiny of the budget process and looked forward to further more detailed discussions as part of the Council budget setting process. The Committee also welcomed the assurance from the Lead Member on the involvement of the third sector and voluntary agencies in the budget consultation process.

9. PERFORMANCE MONITORING

9.1 Corporate Complaints and Social Care Complaints - Annual Report

Councillor Joshua Peck, Deputy Leader of the Council, presented a report containing a summary of the complaints received by the Council in the period 1 April 2008 to 31 March 2009.

The Committee noted the content of the report.

9.2 Performance and Finance Annual Report 2008-09

Councillor Ohid Ahmed, Lead Member for Resources and Performance, presented the Council's combined annual service and financial performance report, which covered the authority's progress against the actions in the Strategic Plan, Strategic Priority Indicators and its financial position for year end 2008/09.

The Overview and Scrutiny Committee noted the performance information contained in the report.

10. SCRUTINY MANAGEMENT

10.1 Overview and Scrutiny Work Programme 2009/10

Michael Keating, Service Head Scrutiny and Equalities, presented a report which outlined the Work Programme of the Overview and Scrutiny Committee for the 2009/10 municipal year and the proposals for implementing a pilot for the Councillor Call for Action.

Members expressed some concern that the Councillor Call for Action process could be drawn out and restrictive. However the principle was supported as it was seen as a good way for backbench Members to become more involved in the democratic process. The pilot should be promoted to residents in a constructive and open way.

The Committee proposed that the LAP Steering Group Terms of Reference should be examined in order to increase the engagement with the scrutiny process. Members also proposed that the role of the Overview and Scrutiny Committee in relation to the 5 Borough Olympic Joint Committee should also be considered.

10.2 Establishment of Inner North East London Joint Health Overview and Scrutiny Committee

RESOLVED

1. That the Council participate in the proposed Inner London Joint Health Overview and Scrutiny Committee (JOSC) established to respond to the consultation document issued by the Joint Committee of PCTs on proposed changes to NHS acute services.
2. That Councillors Sirajul Islam, Ann Jackson and Tim Archer be appointed to represent the authority of the Inner London JOSC.
3. That Councillor Dr Emma Jones and two other Majority Group members be appointed as deputies for the above members, to be confirmed following discussions with the Majority Group.
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.

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

RESOLVED

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

Agenda Item 6.1 Ideas Stores Strategy (CAB 018/090)

1. What work has been done on developing the core offerings of the Idea Stores for example the book collection? How does our performance on the number of visits, book borrowing and other key performance indicators compare with peer Boroughs?

Agenda Item 6.2 Council's Lettings Policy (CAB 019/090)

1. The Scrutiny Review into the Council's Lettings Policy recommended that the Council consider joining the East London Lettings Company, following the completion of a full feasibility study and consultation with the Tower Hamlets Housing Forum. Has the Feasibility Study taken place? If so, what were the outcomes? Could the Council make any efficiency savings if they were to join ELLC?
2. In Para 4.21 there is an acknowledgement that the new Lettings Policy would lead to a rise in persons in temporary accommodation. Has any estimate been made of the cost of this, and whether this would have an adverse affect on any of our core performance indicators?

3. Will the Council undertake an equalities impact assessment on the sons and daughters policy? What would be the likely demographic impact of renewing this policy and how would this affect people from less well off groups?
4. What would be the effect on the large number of people currently in CG3 who would be moved into the new group 5, simply as their parents are not from Tower Hamlets?

Agenda Item 6.4 Adoption of Street and Building Naming and Numbering Policy, Regulations and Guidelines (CAB 021/090)

1. Under section 3.3.1 of the proposed new policy could the Council consider renaming Osborn Street as Brick Lane?

Agenda Item 6.5 Proposed Acquisition of Leasehold Interest at 585-593 Commercial Road, E1 and Temporary Relocation of Leven Road Car Pound (CAB 022/090)

1. Can the Cabinet clarify how long the temporary use of 585-593 Commercial Rd will be for?
2. Will the revenue cost of running a car pound from Commercial Rd be contained within the directorates existing budget?
3. Will running a car pound from a busy high street location cause any traffic congestion and if so how will this be mitigated?

Agenda Item 6.6 Food Law Enforcement Service Plan 2009/10 (CAB 023/090)

1. What consideration has the Council given to publishing food hygiene ratings online or publicly as is the case in some local authorities?

Agenda Item 7.3 Establishing a National Challenge Trust School at St Paul's Way Community School (CAB 026/090)

1. Can the Cabinet ensure that the school's admission and appeals policies are consistent with the other schools in the borough as this is an issue a number of constituents have raised with councillors?

Agenda Item 10.4 Five Boroughs Olympic Joint Committee (CAB 032/090)

1. Can the Cabinet outline what provisions there are for publication and reporting back decisions of the Joint Committee?
2. With reference to paragraph 4.20, does the Cabinet feel a Joint Overview and Scrutiny Committee which considers the decisions of the

Joint Committee and undertakes regular scrutiny work in relation to the Olympics would be useful?

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

None.

13. 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 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.

14. SECTION TWO REPORTS 'CALLED IN'

14.1 Report Called-In - Consideration of Individual Case for Severance

The Committee considered a Called-in report on the consideration of individual case for severance, in accordance with the Council's Call-in procedure, and made recommendations accordingly.

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

None.

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

None.

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Agenda Item 6.1

Committee: OVERVIEW AND SCRUTINY	Date: 1 September 2009	Classification: Unrestricted	Report No.	Agenda Item No. 6.1
Report of: Assistant Chief Executive Originating Officer(s): Amanda Thompson Team Leader, Democratic Services			Title: Cabinet Decision Called-in: Ideas Stores Strategy Wards:	

1. SUMMARY

- 1.1 The attached report of the Corporate Director, Communities, Localities and Culture was considered by the Cabinet on 29 July 2009 and has been "Called In" by Councillors Tim Archer, Phil Briscoe, Rupert Eckhardt, Peter Golds, and Shirley Houghton 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.

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 - 29 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 analysis and strategic objectives identified in the Idea Store Strategy, be noted; and
2. That, subject to (a), (b) and (c) below, the Idea Store Strategy and the associated Action Plan in Appendix 1 of the report (CAB 018/090), be agreed.
 - (a) Noting that the location of future Ideas Stores had yet to be determined and this matter would be the subject of future consultation, it be agreed that the Authority's preferred location for an Ideas Store on the Isle of Dogs would be at Crossharbour at the ASDA Store.
 - (b) Noting that some libraries may not have a viable ongoing future for provision of library services, but also that the Authority remained committed to their ongoing use by the Community where possible, as part of its Asset Management Strategy, it be agreed that sale of such sites only be considered in circumstances where neither use by the Council nor a partner organisation was a viable ongoing option.
 - (c) It was also noted that, because of its position and heritage value, public access would be a pre-requisite of any future use of Bethnal Green Library.

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:

'The report makes extravagant claims regarding the Idea Store programme and contrasts existing local libraries unfavourably against Idea Stores.

The report does not mention that Idea Stores contain activities that are not shared by libraries (such as public conveniences), refreshment facilities and wider computer availability, all of which will inflate the numbers using the Idea Store.

The report refers to localism, devolution of decision making and the emerging LDF, and will therefore cause concern to residents of the Isle of Dogs.

The report suggests the possibility of closing the existing well established Cubitt Town Library and replacing it with an Idea Store on Wood Wharf. Cubitt Town Library is close to the centre of the Island, adjoins the only

established shopping centre on the Island, and is at the heart of the local transport hub.

Wood wharf will be some way from all of these established community needs, particularly those who rely on public transport.'

5. ALTERNATIVE COURSE OF ACTION PROPOSED:

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

That Cabinet looks again at the strategy with particular reference to the Isle of Dogs;

That Cabinet notes that this neighbourhood has the highest population of anywhere in the Borough and that current proposals being considered by the Council (Asda and Skylines) will see housing increase by 2,500 units in the immediate vicinity; and

That the Cabinet commits itself to retaining the Library in Cubitt Town which remains the heart of the Isle of Dogs and the established centre for the whole community.

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.

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Committee: Cabinet	Date: 29 July 2009	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Stephen Halsey, Corporate Director Communities, Localities and Culture Originating officer(s) Robin Beattie/ Thorsten Dreyer		Title: Ideas Store Strategy Wards Affected: All		

1. SUMMARY

1.1 This report presents the review and update of the Idea Store Strategy. It presents an updated model for the provision of library and lifelong learning services through the Borough's Idea Stores and Libraries. It also makes a case for increased efficiencies across the Council by co-locating other services within appropriately located Idea Stores.

1.2 The Idea Store Strategy

- Identifies gaps in existing network provision and, without committing the Council to any expenditure at this stage, provides a priority based decision making framework for exploring options to close those gaps.
- Presents a new core service model that reflects key stakeholders' priorities whilst maximising the opportunities for more efficient and effective partnership working, specifically in relation to worklessness and health.
- Sets out priorities for service improvement focused on improving the customer experience and improving perceptions.
- Provides a robust needs analysis that will support the Local Development Framework Policies that promote access to library and lifelong learning and Town Centres.

1.3 The key objectives of the updated strategy are as follows:

- Improve the quality of core library and information services
- Improve the quality and scope of core adult learning services
- Expand the provision of high quality health information, advice and support
- Expand the provision of high quality employment information, advice and support
- Improve the provision of high quality, accessible ICT/ILT infrastructure, services, training and support

- Strengthen inclusion and accessibility
- Co-locate cultural, leisure, and other council services where this will increase efficiency, effectiveness and value for money and enhance the Idea Store offer

2. **RECOMMENDATIONS**

Cabinet is recommended to:-

- 2.1 Note the analysis and strategic objectives identified in the Idea Store Strategy
- 2.2 Agree the Idea Store Strategy and the associated Action Plan in Appendix 1.

3. **BACKGROUND**

3.1 The Communities, Localities & Culture Directorate have undertaken a review of the Idea Store Strategy. The review was considered necessary for the following reasons:

3.1.1 *National Issues*

- Localisation – Government has been pushing for greater devolution of decision making and local empowerment for a number of years. A clear localisation agenda is emerging. It is important to determine the role that Idea Stores can play in the delivery of that agenda.
- The funding system and national / regional priorities for lifelong learning have changed radically from those which existed when the full network of Idea Stores was first conceived in 1999.
- National School Investment Programme - The BSF programme and The LEP commissioning infrastructure provide new opportunities that should be properly examined.
- Local Government Finance - We are entering a period where funding for local government will be much tighter than previous years and both capital and revenue resources will be under intense pressure.
- Government has recently published a range of research documents in preparation for a national digital inclusion strategy, which identify excluded groups, link digital exclusion to wider social exclusion and identify the long-term economic risks associated with digital exclusion.

3.1.2 *Regional Issues*

- The London Libraries Improvement Programme – Is seeking to promote and establish greater cooperation and shared service provision across the Capital whilst maintaining individual local library authorities.

3.1.3 *Local Issues*

- As population continues to grow the emerging Local Development Framework seeks to set out a clearer rationale for the location of core local services – within existing and emerging social and economic ‘centres’.
- The Council is advancing its thinking regarding strategic asset management and customer interaction (e.g. Channel Strategy and Corporate Asset Management Plan).

- The Council has developed new ways of working with a strong local strategic partnership in place which, itself, has just been refreshed and updated.
- The Olympics - The 2012 agenda is pushing exploration of shared cross boundary services in the newly emerging communities around the Olympic Park.
- Effective planning for efficiency is now a central theme of everything we do.
- A Lifelong Learning Service Review is under way which needs to be aligned to the outcomes of the Idea Stores Strategy review.

4. **REPORT**

4.1 The award winning Idea Stores concept remains the most complete example of an effective modernising strategy for libraries and lifelong learning in the country and is certainly one of the very best in the world.

4.2 *Idea Store Recognition*

4.2.1 Idea Stores continue to be recognised nationally and internationally as a best practice model in the delivery of library and lifelong learning services. Recent examples include:-

- The publication of *Living Places: Stronger communities through culture (November 2007)*, a joint publication by the DCLG and DCMS which cites Idea Stores as a best practice example.
- The Dutch Government, in their recent review of their national library service *The future of the Dutch public library: ten years on (June 2008)* The Netherlands Institute for Social Research, are choosing to model their national approach to Library development on only two concepts one of which is the Idea Store Model.
- The Academy for Sustainable Communities (now the Homes and Communities Academy, part of the new Homes and Communities Agency) have awarded Idea Stores the Sustainability Award. Idea Stores are the only library sector example cited in their resource data base and the only library/lifelong learning service to have won the award to date.

4.3 *Customer Satisfaction and Visits*

4.3.1 The development of the initial four Idea Stores has transformed our library performance from being the worst in London to one of the very best. Visitor numbers continue to buck the national trend and have risen to around 2m. In eight years we have gone from having the service with the lowest visitor figure in London to now having the 6th highest. The Service has the second highest

number of visits per 1000 population in London. We have achieved the targets we set ourselves for the full network of seven Idea Stores with only four in place.

- 4.3.2 Not only do the Idea Stores achieve some of the highest visitor figures in the country, they are also highly successful in attracting the highest number of the overall population. Tower Hamlets is third in London and fourth in England for the percentage of residents using library services (NI 9).

NI 9: Percentage of the population using libraries	
Tower Hamlets	56.6%
London average	51.9%
England average	48.5%
London rank	3 rd
England rank	4 th

- 4.3.3 Satisfaction amongst users is high. 88% of users rate the service as good or excellent placing us 4th in inner London and 14th overall in London. However, more could be done to target perceptions amongst non users.

- 4.3.4 Performance varies significantly between sites in terms of visitor figures, cost per visit and user satisfaction with Libraries lagging behind Idea Stores. The table below sets out these key comparators for each site.

Site	Visits 07/08	Satisfaction Rating (PLUS 2006)	Cost Per Visit
<i>Idea Stores</i>			
IS Whitechapel	649,203	85.80%	£3.00
IS Chrisp Street	461,714	90.20%	£2.29
IS Canary Wharf	334,986	95.40%	£3.19
IS Bow	315,691	90.70%	£3.43
All Idea Stores	1,761,594		£2.93
<i>Libraries</i>			
Bethnal Green	109,882	81.30%	£8.47
Watney	107,793	78.60%	£6.66
Cubitt Town	68,505	81.60%	£6.16
Dorset	7,099	76.00%	£8.47
All Libraries	293,279		£7.26

- 4.3.5 Visits are at least 200% higher at Idea Stores and satisfaction ratings with libraries lag behind those for Idea Stores. The cost per visit to Idea Stores stands at £2.93 compared to more than double that in the remaining libraries at £7.26.

5. THE NEW MODEL: MORE AMBTION, MORE IMPACT, LESS COST

- 5.1 It is clear from the work completed that the model can be further developed in order to realise untapped potential and deliver a more sophisticated service offer. This new model should address a wider social policy agenda to ensure that it links more effectively to the Council's strategic aims for the community. There is also more to be done to improve the quality of existing front line services.

The following outlines the key recommendations of the refreshed Strategy.

5.2 Size and Shape of the Future Network

- 5.2.1 The original strategy made a commitment to completely overhaul library service provision. We have already achieved our ambitious original target outputs for a network of seven Idea Stores with only four stores in place. However, research findings suggest that the original number of seven service points would still be required
1. to make the most effective contribution to the delivery of community plan outcomes; and
 2. to effectively cover gaps in service provision.
- 5.2.2 The refreshed Idea Store Strategy is based on a detailed analysis of performance information and recognises the need to deliver efficiencies in service delivery. At the same time, it also acknowledges the significant investment in physical infrastructure the Council and its partners have made to date and proposes a partnership approach to "sweating" these assets. This will help to further drive down cost while providing efficiencies to other services by accessing a ready-made audience.
- 5.2.3 Idea Stores' cost per visit compares favourably with the London average and demonstrates that high quality services have a significant impact on participation figures.
- 5.2.4 Whilst cost per visit is one indicator, the overall cost envelope for Idea Stores and Libraries has also been subject to detailed review and a number of activities are proposed to deliver further efficiencies, including a review of opening hours to ensure appropriate staffing levels, the introduction of further self-servicing systems, and the realisation of benefits derived from the introduction of consortium procurement and cataloguing systems.
- 5.2.5 This Strategy does not propose the closure of any existing libraries. As it is a decision making framework it recommends that performance and efficiency is reviewed on a network basis as part of the decision making process for considering any capital investment in the service. The business case for any part

of a reconfigured network would have to be made as part of the service analysis underpinning any investment proposal.

- 5.2.6 A much smaller generation of Idea Stores and more flexible Idea Store network model is required if the network is to be completed within available resources and in a way that will allow the service to fully realise its potential to meet the needs of the community in the coming years.

5.3 *Idea Store Local*

- 5.3.1 The Idea Store 'Local' concept builds on the convenience store model developed by major supermarket chains. An Idea Store 'Local' provision would be smaller in size and would focus on a slightly reduced core service offer whilst maintaining key services and high quality service presentation. These services would include book and audio-visual lending, advice and information, family and community learning, ICT access and cultural events and activities. Idea Store 'Local' can be easily located within existing town centres as the space requirement would be significantly smaller. They do not have to be purpose built facilities but could be located in existing retail units on high street frontages.

- 5.3.2 The strategy does not commit the Council to building any further Idea Stores but rather sets out a framework for decision making based on a series of tests and targeted areas for project development. Any related project will need to develop within existing corporate governance frameworks and with relevant decisions being made at the relevant times by Elected Members.

5.4 *Co-location with other services*

- 5.4.1 As part of the localisation of services, Idea Stores present an opportunity for co-location or shared 'back of house' services with other public services where such alignment would not conflict with the strategic objectives of the Idea Store Strategy.

- 5.4.2 Consideration will need to be given to the degree to which potential co-locations provide added value without undermining the notion of Idea Stores as safe and appealing community spaces offering a strong retail style quality experience. Services of a more confrontational nature (e.g. parking or housing) are likely to be considered unsuitable by residents and would have a detrimental impact on engagement.

- 5.4.3 However, where co-location can be achieved without undermining service performance and can provide efficiencies and enhanced customer experience they should be pursued. The Idea Store Strategy has taken account of the emerging Channel Strategy, and vice versa.

5.5 *Local Development Framework (LDF) and Building Schools (BSF) for the Future/Primary Capital Programme Opportunities*

5.5.1 The emerging LDF Core Strategy identifies the need to focus community and cultural facilities in town centre locations to ensure the sustainability of those centres and make facilities accessible to the widest number of people.

5.5.2 The schools investment programmes BSF and Primary Capital Programme provide potential opportunities to deliver value for money in capital project delivery.

5.5.3 Potential physical locations for the Idea Stores 'Local' have been assessed against customers' preferred engagement channels as identified by market research and the emerging strategy contained in the LDF and also backed up with robust research.

5.5.4 Where BSF/Primary Capital Programme sites are aligned with town centre locations, school developments may provide excellent opportunities for future Idea Store Local provision.

5.6 *On-line and ICT Services and Remote Service Access*

5.6.1 Opportunities for the wider use and development of IT based delivery channels and products are being identified by this strategy where they align with the guiding principles. The emerging Channel Strategy is seen as particularly important for this area of the review and there is considerable potential for new access channels to be opened up within Idea Stores.

5.7 *Idea Stores and Lifelong Learning*

5.7.1 The original Idea Store Strategy brought together library and lifelong learning services under one roof to deliver a comprehensive offer. It aimed to harness the user benefits by bringing these elements together, such as seamless services and access to a broad range of formal and informal learning opportunities. The revised Strategy continues to place great emphasis on the continued offer of adult and lifelong learning within Idea Stores.

5.7.2 Discussions with Children's Services have highlighted that some or all Lifelong Learning services activities may need to be reviewed in the light of new funding priorities set by the Learning and Skills Council. As a non statutory service it will need to review its service offer and market position and look to reduce costs.

5.7.3 Revenue budgets and costs between lifelong learning and library service provision are closely linked. Consequently any reduction in the level of use by the Lifelong Learning Service will have an impact on the overall budget position. Children's Services and Communities, Localities & Culture are currently working

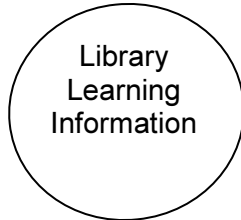
together to explore the extent to which there is scope for the forging of partnerships with other adult learning providers and other partners.

- 5.7.4 In order to keep Idea Stores ahead of the game and in view of the changing funding landscape for Lifelong Learning Services, wider joined-up working outside the immediate core services should sit at the heart of the new generation of Idea Stores. Market research has provided some clear future priority areas for joined and shared service provision, in particular in relation to **employment skills, support and job brokerage** as well as **health advice and information**.
- 5.7.5 Work has already commenced with Adults, Health & Wellbeing to exploit the unique position of Idea Stores as a forum for delivering elements of the Transformation of Social Care agenda, in particular in relation to universal advice and guidance services for older people.
- 5.7.6 Discussions have also commenced with the Primary Care Trust and the Department of Health in relation to the potential to support and deliver key elements of public health programmes.

5.8 *The new model characteristics*

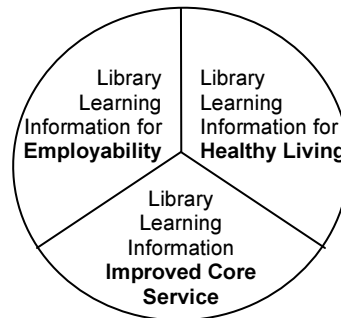
- 5.8.1 The diagram below demonstrates the key characteristics of a future Idea Store service and how these differ from the original Idea Store concept:
- Expand the service offer. Provide targeted advice, information and learning services in partnership with other agencies (e.g. health and employment) and key service access channels where compatible with the service environment.
 - Retain core service but with a reduced focus on learning for personal development and more emphasis on employability.
 - Re-configure the proposed network to consist of anchor stores and satellite Idea Store 'Local' sites.
 - Co location of new service points with other services where this meets residents' preferences and is consistent with the emerging LDF Core Strategy.

Idea Store Strategy 1999



7 x large Idea Stores providing general learning, information and library services

Idea Store Strategy 2009



4 x Anchor Idea Stores plus 2/3 additional Idea Stores Local providing targeted learning, information, library and advice services in partnership with other LSP agencies

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 This report seeks Cabinet approval for the adoption of the Idea Store Strategy which is outlined in Appendix 1 of the report. The major aspects of the strategy are detailed in section 5 and concentrate on ;
- Size and Shape of the future Network
 - Idea Store Local
 - Co-location with other services
 - Idea Stores and Lifelong Learning

At this stage members are not asked to consider the resource implications of the strategy but are requested to confirm their approval to the proposals to enable options to be pursued. As projects are developed they will undergo detailed options appraisals to enable Members to take clear and informed financial decisions.

- 6.2. Members should be aware that at this stage no Council resources have been identified in terms of Capital and Revenue to support the proposals within the strategy. Any funding proposals would need to be considered alongside other priorities as part of the strategic and resource planning process, and taking account of the need for efficiency savings that has been identified in the medium term financial plan. Year 1 and 2 activities in the Action Plan will be met from within existing resources.

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

- 7.1 The Council is the library authority for Tower Hamlets and, as such, has the duty to provide a comprehensive and efficient library service for all persons desiring to make use of such a service: *Public Libraries and Museum Act 1964*. The Council has the power to provide such a service to persons who do not live or work in Tower Hamlets or are not undergoing full time education in Tower Hamlets, but is not under a duty to do so. The adoption of the Idea Store Strategy may be viewed as an appropriate step towards delivering the Council's function as a library authority.
- 7.2 The Strategy makes reference to respects in which Idea Stores are more than just library and information services. The whole of the strategy may still be underpinned by the Council's function as a library authority. However, the Council is also empowered under section 2 of the Local Government Act 2000 to do anything which it considers likely to promote the social, economic or environmental well being of Tower Hamlets, provided the action is not otherwise prohibited by statute. The power may be exercised in relation to, or for the benefit of: (a) the whole or any part of Tower Hamlets; or (b) all or any persons resident in Tower Hamlets. In exercising the power, regard must be had to the sustainable community strategy (the Community Plan). In this regard, the Idea Store Strategy draws links to the theme in the Community Plan of One Tower Hamlets.
- 7.3 The Strategy contains a year 1 – 2 action plan. It will be for officers to ensure that any actions taken in accordance with that plan are carried out according to law and the Council's procedures.

8. ONE TOWER HAMLETS CONSIDERATIONS

- 8.1 'One Tower Hamlets' sets out Council's commitment to work for greater community cohesion. Idea Stores and Libraries play a major role in bringing the community together. They are a natural meeting place for the community, as they are perceived as a safe and appealing community space.
- 8.2 Recognising the need to provide facilities in the most accessible locations for all residents, the Strategy focuses on the provision of possible new facilities in town centres and with good transport links.
- 8.3 The roll-out of the 'Idea Store Local' is an efficient way to give more access to libraries, IT services and lifelong learning opportunities to a wider selection of residents, thereby helping to reduce inequalities. For instance, wider provision of IT services will enable residents to access information and services which are increasingly being offered in an online environment. Idea Stores are also a key location for the provision of information about Council services that residents can access

- 8.4 The proposals put forward in this strategy are based on detailed market research carried out through 1,200 face to face interviews and take into account the views of all sections of the community.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 Libraries and Idea Stores by their very nature are essentially about the sharing and re-using of resources.
- 9.2 The creation of new sites for Idea Stores under the Idea Stores Local banner, will impact on the Borough's overall energy use. As these sites will not be developed for at least two years, an assessment of the magnitude of this impact is not possible at this stage. An environmental assessment will be part of any specific project scoped under this Strategy.
- 9.3 The location of service points within town centres makes them more easily accessible and therefore should positively impact on the number of journeys made as residents will be able to combine activities.
- 9.4 Conversely, it is possible that energy efficiency gains will be made by bringing various services under one roof. This aspect will be included in any environmental assessment completed as part of options development.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 The Strategy comprises a decision making framework built around a detailed needs analysis and market research into what residents want. Adoption of the strategy does not commit the Council to any capital outlay but rather identifies a prioritised set of opportunities for further investigation. The Development of new partnership business relationships to deliver new forms of lifelong learning to better meet the needs and aspirations of residents is also recommended. These recommendations provide a necessarily flexible response to any changes to the mainstream funding of Life Long Learning in the future. As these opportunities are developed their risks will be taken into account by the corporate risk management infrastructure. Individual risk implications will be reported to Members on a project by project basis as strategic outline solutions are presented for further detailed decision making.

11. EFFICIENCY STATEMENT

- 11.1 Efficiency is at the heart of this strategy which sets out a range of measures designed to rationalise and reduce costs across the network via new partnerships, delivery of efficiency programmes, improving still further visitor numbers and driving down costs per visit and developing a network solution that enhances service access in areas of deficiency.

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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To be completed by author

To be completed by author ext. xxx

12. APPENDICES

Appendix 1 – Idea Store Strategy 2009

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Idea Store Strategy 2009

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SECTION 1: INTRODUCTION

Approved in 1999, the original Idea Store Strategy has radically transformed the performance of library and information services in the London Borough of Tower Hamlets, moving them from being among the worst in London to among the top performing in the country.

Idea Stores were designed to deliver 'in a way that captured the best traditions of the library movement and education sector but present them in an exciting way – one that draws in new users and retains existing users.'

Idea Stores are more than just a library or a place of learning. As well as the traditional library service, they offer a wide range of adult education classes, along with other career support, training, meeting areas, cafes and arts and leisure pursuits – all brought together in easily accessible spaces which are modelled on retail environments. They are places where individuals and families come together informally to socialise. They act as venues for community clubs. The continuation and further development of these dimensions is vital to achieving the Council's 'One Tower Hamlets' objectives.

Following the largest consultation exercise ever carried out by the Council to establish just what residents wanted from the Idea Stores, significant service remodelling and capital investment led to the opening of the first Idea Store in May 2002 in Bow.

The success of Idea Store Bow was firmly based on the broad partnership approach taken to service development and funding with the Learning & Skills Council and Tower Hamlets College making significant contributions to the strategy implementation.

This was followed by:

- Idea Store Chrisp Street in July 2004
- Idea Store Whitechapel in September 2005
- Idea Store Canary Wharf in March 2006

Since the adoption of the original Idea Store Strategy, a range of key changes have taken place. In view of these changes, it is timely to review and refresh the Idea Store Strategy to ensure the Council has a 'future proofed' service delivery model that continues to be at the leading edge of library provision nationally, and that meets the needs of our residents. To achieve this, the Idea Store Strategy:

- reviews the strategic and policy context within which library services operate – including examining the evidence on best practice in library service delivery, as well as broader local and national priorities and funding regimes
- analyses the performance of the existing Library and Idea Store service in the Borough (both financial and non-financial) – drawing on a wide range of qualitative and quantitative performance information, including local market research with Idea Store users, staff and service delivery partners

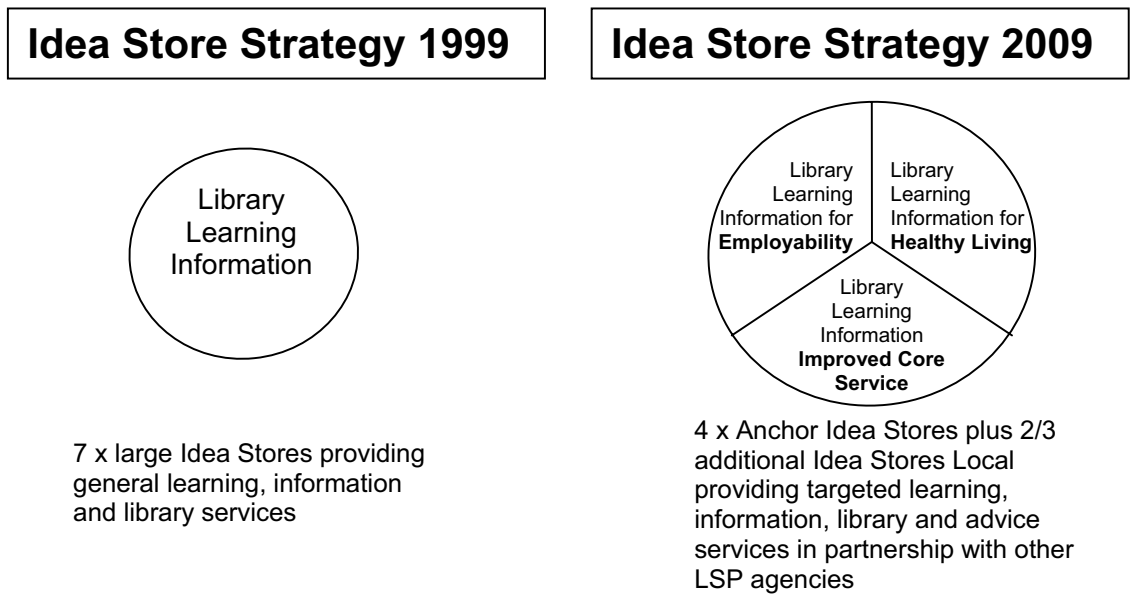
- identifies strategies to further develop or improve existing products and services to address any performance issues identified, and explores the potential to introduce new services that would enable libraries to make a stronger contribution to the Council's and the Government's strategic priorities – including establishing new or strengthened partnerships with other service providers within and outside the Council.
- explores solutions that would improve the accessibility of the Libraries and Idea Stores – including the co-locate other Council and partnership services with the Idea Stores and Libraries.
- explores the type of provision that the Lifelong Learning Service could deliver in Idea Stores that fits with the refreshed Strategy

Strategic Objectives

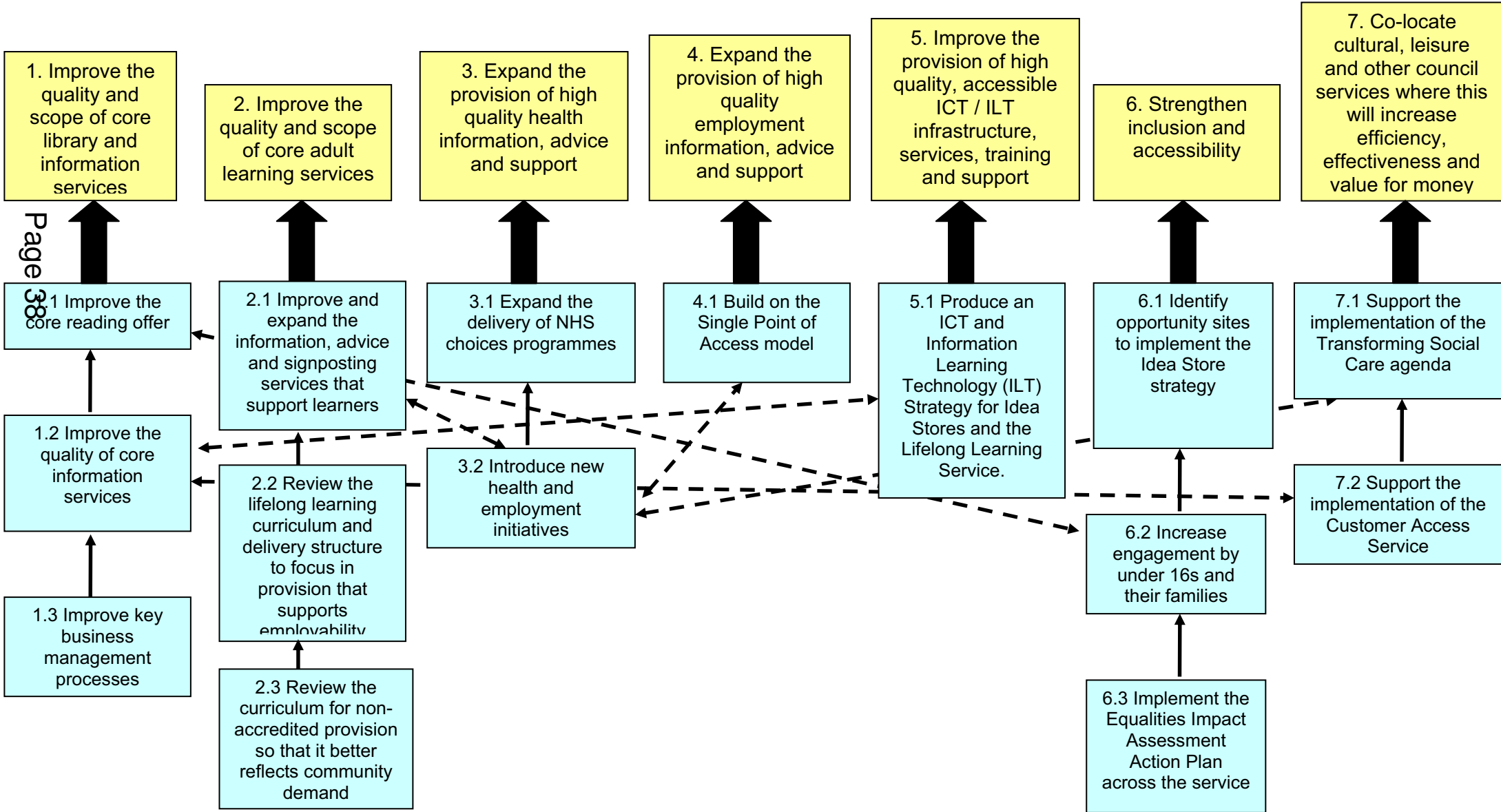
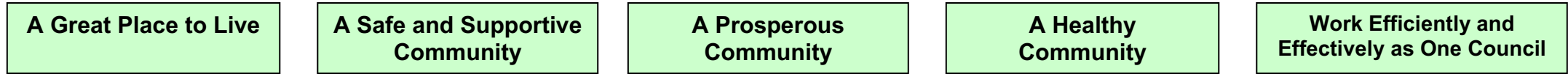
As a result of the research and evidence collected, the Strategy proposes the implementation of seven strategic objectives and associated actions to guide the delivery of library, learning and information services in the Borough over the next ten years. These are outlined in the chart on the next page.

Future Network Model

The Idea Store Strategy 1999 also sets out a revised service model with a stronger focus on health and employment, delivered in partnership. This revised service model is also reflected in a more advanced understanding of future Idea Store network configuration. The graphic below shows the evolution from the original concept to a more refined understanding of need.



IDEA STORE STRATEGY ACTION PLAN: SUMMARY



1.1 Purpose and methodology

The Council's vision is to improve the quality of life for everyone living and working in Tower Hamlets. It is a vision that is shared by all partners in the Tower Hamlets Partnership, which comprises the Council and other public service providers, residents, as well as, businesses, faith communities and the voluntary and community sector.

The provision of high quality, accessible library and information service facilities in the Borough will contribute significantly to the achievement of this vision, notably by supporting improvements in outcomes relating to learning, community cohesion, health, economic and social well-being.

This document is the refreshed Idea Store Strategy for the London Borough of Tower Hamlets. It provides the overall strategic direction for the Council's library, learning and information services over the coming ten years, and the key actions that will be undertaken to put this vision into effect.

Consistent with best practice guidance issued by the Department of Culture Media and Sport (DCMS), Museums Libraries and Archives Council (MLA), and Communities and Local Government (CLG), it will make a significant contribution to the delivery of the Council's Community Plan 2020 as well as to the development of the emerging Tower Hamlets Local Development Framework and Corporate Asset Strategy.

In order to deliver a clear strategic direction for library, learning and information services in the Borough, the Strategy examines the extent to which the potential of the existing Idea Store concept has been fully realised to date and identifies options to further improve performance and build on the successes to date.

The Strategy development process involved a mixed methodology consisting of:

- a desk top research and review exercise, including performance and financial benchmarking, asset reviews, a best practice literature review, and a strategic policy driver review
- face-to-face market research with 1,200 residents to get their views and perceptions on libraries and Idea Stores in the Borough and what improvements they would like to see in the future
- engagement with children and young people through the Young People's Partnership
- interviews with around 150 staff from Idea Stores, Lifelong Learning, and the wider Council
- discussions with existing and potential future service delivery partners to explore opportunities for closer working.

1.2 Scope

The Idea Store Strategy 2009 includes recommendations relating to both the range of services that should be delivered within Idea Stores and Libraries, the key partners that could support this delivery, and the physical network of facilities within which these services are delivered.

Some of the objectives and actions outlined in the Strategy are in the early stages of development and rely on a partnership approach involving other external stakeholders. For this reason, the successful implementation of these options will be contingent on further detailed scoping as well as decisions relating to the wider learning, health and employment agendas in the Council and the Government.

The original Idea Store Strategy set out to bring together library, information and lifelong learning services within a single service delivery framework. Whilst co-location has been achieved to some extent, the two services have never been merged fully and continue to operate with separate structures from the same premises. National funding arrangements for lifelong learning are currently undergoing significant change and this may impact on the level of formal learning provision the Council's Lifelong Learning Service will deliver in the future. It is also important to note that Lifelong Learning provision takes place in the Idea Stores as well as other venues across Tower Hamlets.

The Idea Store Strategy 2009 has been developed in close collaboration between the two services to ensure potential changes are taken into account at an early stage. The Lifelong Learning Service will undergo a separate review to ensure it fully meets the needs of residents and addresses changing funding criteria.

SECTION 2: CONTRIBUTION OF IDEA STORES AND LIBRARIES TO SHARED OUTCOMES

2.1 *Libraries and learning*

Of all the outcomes libraries contribute to, the strongest and most conclusive evidence relates to their impact on learning. Libraries support learning across the spectrum, from more formal learning such as the delivery of accredited courses leading to qualifications, to very informal learning such as providing a supportive and relaxed environment and access to information resources (books, CDs, DVDs, internet etc) to encourage and support non-accredited learning as well as self-directed study.

Different library services generate different learning outcomes. The key impacts outlined in the available evidence are as follows:¹

Supporting and promoting reading and reader development

- There is a positive impact on literacy, speech and reading development arising from early book use and engagement with library services. Young children who are exposed to a variety of reading materials have a greater chance of developing good reading literacy. Reading also improves their attention span and concentration and overall academic achievement.
- Library reading programmes can also positively impact on parental ideas and practices with regard to reading with young children.
- There are more personal benefits from reading for leisure, such as relaxation, enhanced creativity and personal insight.

Supporting formal and informal learning

- The delivery of formal and informal courses provides opportunities for people to acquire skills across a range of areas, from basic skills such as literacy and numeracy to skills relating to personal interest and development.
- Study support, homework clubs and after-school activities offered in libraries have been shown to impact positively on academic achievement and attitudes to learning over time, including fostering a greater willingness to use libraries at a later date.
- The provision of information and resources to support particular learner needs, such as access to electronic sources of information, can support the acquisition of ICT, information-handling and other skills and knowledge.
- Libraries can also enhance the overall learner experience by increasing motivation, self-confidence and independence.

Providing access to and support for ICT services

- ICT services in libraries support a range of activities from formal study to job seeking to building and maintaining social networks using the internet.
- Job seekers in particular benefit from being able to access ICT access in libraries, and in particular, the provision of ICT tuition.

Not only do libraries contribute to learning, they also make a distinctive contribution that sets them apart from other learning environments. They provide a safe environment that

¹ Wavell, C., Baxter, G., Johnson, I. and Williams, D. (2002) *Impact Evaluation for Museums, Archives and Libraries: Available Evidence Project*. London: Resource: The Council for Museums, Archives and Libraries, pp.40-45.

encourages people who might be initially reluctant to approach more formal learning providers to participate in learning, and act as a source of information about formal learning opportunities. By raising learners' confidence and aspirations, improving their attitude to learning and providing a link between formal and informal learning libraries encourage learners to progress up the learning spectrum towards more formal or accredited courses delivered by mainstream providers².

The evaluation of the *Londoners Need to Read*³ research project commissioned by ALM London⁴ found that libraries are very popular learning venues for adult learners. 79 per cent of respondents considered libraries to be suitable learning venues, second in popularity only after formal settings such as colleges. Learners particularly valued the informal learning environment that libraries offer.

It found that libraries can also help widen participation in learning by hard-to-reach communities and are successful at engaging or re-engaging adult learners who have had poor previous experiences with mainstream providers such as colleges. The flexible learning opportunities offered by libraries engage more alienated learners and also attract a higher proportion of black and minority ethnic learners, increasing their motivation, confidence and self-esteem.

2.2 Libraries and health

The library sector is part of the wider debate about what affects health beyond material circumstances such as income. The evidence on libraries' contribution to health outcomes is not as well established as the evidence around the impact of libraries on learning⁵. However, there is general agreement that libraries can positively impact on health and well-being. This occurs primarily through enabling people to acquire skills and information which enable them to care for their health more effectively.

People with higher levels of skills tend to have better information awareness and therefore a greater ability and confidence to search for and use information on health⁶. The Government's national health agenda explicitly recognises the importance of providing people with the information and advice they need to make informed choices about their health, and the role that libraries can play in this.

There are broadly three types of library activities that could contribute positively to improving health outcomes⁷:

- Offering activities that:
 - promote good health, challenge health stigmas, and provide advice or information to inform health prevention, healthier behaviour and healthier responses to illness
 - increase life skills such as self-confidence and communication, or strengthen basic literacy and numeracy skills.

² McNicol, S. and Dalton, P. (2003) *Public Libraries: Supporting the Learning Process*. Birmingham: Centre of information Research, University of Central England in Birmingham.

³ *Londoners Need to Read* assessed the current and potential role of libraries, museums and archives in supporting basic skills development in London, with the aim of articulating the sector's unique contribution to / impact on delivering the Government's 2001 *Skills for Life Strategy*.

⁴ Brockhurst, D. and Dodds, I. (2004) *Londoners Need to Read: Research into the current and potential role of libraries, museums and archives in supporting learning for adults with basic skills needs*. London: ALM London.

⁵ This is largely due to the lack of robust research and evaluation projects conclusively establishing this link.

⁶ Feinstein, L. (2002). 'Quantitative Estimates of the Social Benefits of Learning, 2: Health (Depression and Obesity)', *Wider Benefits of Learning Research Report No. 6*. London: Centre for Research on the Wider Benefits of Learning, pp.7-9.

⁷ Burns Owen Partnership (2005) *New Directions in Social Policy: Developing the evidence base for Museums, Archives and Libraries in England*. London: MLA, pp.40-51.

Such activities could include exhibitions on health issues, providing information resources on health issues such as obesity or depression, or delivering formal or informal courses focused on basic skills development.

- Supporting the care and recovery of people with health needs. This could include bibliotherapy (lending self-help books, 'books on prescription'), supporting health professionals through the provision of information resources, or providing opportunities for people with physical or mental health issues to gain work experience in the library as a pathway to entering the workforce.
- Ensuring libraries are welcoming and neutral environments that people with mental or other health needs can access in comfort and safety, and offer opportunities for people to meet and establish stronger connections with their communities. There is strong evidence that reading benefits mental health and provides a welcome escape for those suffering from depression.

One of the main areas of focus for libraries is in supporting health literacy. 'Health literacy represents the cognitive and social skills that determine the motivation and ability of individuals to gain access to, understand and use information in ways that promote and maintain good health. This means much more than transmitting information and developing skills to undertake basic tasks. It is also necessary to improve people's access to, and understanding of, health information and their capacity to use it effectively to support improved health.'⁸

Skilled for Health is a national programme aimed at improving health literacy in disadvantaged communities in the UK. MLA⁹ piloted the effectiveness of libraries as settings for informal skills for health learning in five London Boroughs¹⁰, targeting learners with skills for life needs¹¹. The outcomes of the pilot were favourable. At the end of the programme learners felt they knew more about how to keep healthy, were more confident in accessing healthcare services, had improved their skills for life (writing, reading and spoken language), and felt more confident about further learning.

2.3 Libraries and economic outcomes for individuals and businesses

Research on the economic impact of libraries suggests that they have both a direct impact on employment – in terms of the jobs created to enable the delivery of library services – and an indirect impact, in terms of helping people to acquire the information and skills they need to enter into and progress within the labour market (noting however that evidence for the latter is more tentative).

Libraries are perceived as an important source of information for people seeking employment and training opportunities and are considered by job seekers to have a positive impact on their job search. There is also a positive correlation between using public libraries to access business information and business success.

There is some evidence to suggest that a flagship, high profile, large scale cultural project such as a new library can generate urban regeneration and economic growth by attracting new people, jobs and investment to an area¹².

⁸ Kickbush, I.S. 'Health Literacy: Addressing the Health and Education Divide', *Health Promotion International*, Vol 16 pp.289-297.

⁹ MLA (2008) *Skilled for Health in Libraries: Helping people improve their health awareness and skills for life*. London: MLA

¹⁰ Ealing, Islington, Newham, Haringey and Barking and Dagenham

¹¹ Target groups included young mothers, older people, and Black, Asian and minority ethnic communities with ESOL needs.

¹² Wavell, C., Baxter, G., Johnson, I. and Williams, D. (2002) *Impact Evaluation for Museums, Archives and Libraries: Available Evidence Project*. London: Resource: The Council for Museums, Archives and Libraries, pp.52-56, p.84.

2.4 Libraries and community cohesion

Community cohesion is a key government priority. It is defined by Government as communities 'where there is a common vision and a sense of belonging for all communities; where the diversity of people's different backgrounds and circumstances are appreciated and positively valued; where those from different backgrounds have similar life opportunities, and where there are strong relationships between people from different backgrounds'.¹³

Libraries play a role in building community cohesion by creating opportunities for social engagement that bring people from different backgrounds, including hard to reach groups, together. They provide a safe, equitable and neutral social space for meetings that is open to everyone. This can help to create a greater shared understanding of different ways of life, thereby breaking down barriers that exist in the wider community and fostering stronger social networks. People regard libraries as a key community resource, a meeting place where they can come together and share interests, and the centre of community development. They can also help people to overcome loneliness and social isolation.¹⁴

Tower Hamlets is particularly successful in attracting a wide range of library users, with just under 57% of the resident adult population saying they use libraries compared to a 52% London average and a 48.5% national average. This puts the Borough in third place in London and in fourth place nationally.¹⁵

2.5 Summary

The potential for Idea Stores to successfully deliver shared services is one of their unique selling points over other public facilities. This is due to their high levels of 'customer capital', which is defined in terms of the strength and loyalty of the customer relationship and measured by depth of penetration, coverage and the probability that customers will continue to use the service¹⁶.

Idea Stores arguably have higher levels of customer capital than many other public service providers – as evidenced by their high visitor numbers, their large voluntary customer base, and the high value that the public places on them. This makes Idea Stores important contributors to shared service delivery as they provide a platform from which other services can deliver to a large, ready-made customer base.

Joined-up services also create the potential for 'value chains' where one public service is able to build on another. The concept of a value chain of library, learning and information services that complement and mutually reinforce one another was at the heart of the original Idea Store Strategy. It is based on the assumption that this will create direct benefits for both libraries and their partners, as well as for residents: partner services

¹³ Burns Owen Partnership (2005) *New Directions in Social Policy: Developing the evidence base for Museums, Archives and Libraries in England*. London: MLA, pp.20-21.

¹⁴ Wavell, C., Baxter, G., Johnson, I. and Williams, D. (2002) *Impact Evaluation for Museums, Archives and Libraries: Available Evidence Project*. London: Resource: The Council for Museums, Archives and Libraries, pp.24-28.

¹⁵ Source: http://www.culture.gov.uk/reference_library/research_and_statistics/5607.aspx

¹⁶ Clayton, M. and Hepworth, N. (2006) *Public libraries in the knowledge economy*. London: The Local Futures Group.

benefit from enhanced access to customers, and libraries benefit from attracting more visitors via their non-core services. Over the coming ten years, the Idea Stores will need to build on the experience of bringing library, learning and information services together and more clearly define the role of learning within the service offer.

Strategic Objective:

Improve the quality and scope of core adult learning services

SECTION 3: POLICY AND STRATEGIC CONTEXT

There are three broad types of policies that provide the context for refreshing the Idea Store Strategy:

- Policies relating to the delivery of library and information services (which services, for whom and how they are delivered)
- Policies relating to spatial planning and building design (library and information facilities and network)
- Policies relating to the wider economic, social and cultural agenda (that incorporate elements relating to the delivery of library and information services)

These are explained in more detail below.

3.1 Policies relating to the delivery of library and information services

3.1.1 Overarching Government and Council policies

Following the 2007 Comprehensive Spending Review, the Government established four national priority outcomes for local authorities, encompassing a range of performance indicators and cross-government strategic objectives where the Government is looking to achieve better outcomes. Those relating most directly to libraries and information services are outlined in the table below.

Figure 1: Contribution of the Idea Store Strategy 2009 to the National Indicator Set

Outcomes	National Indicators for Local Government	Public Service Agreements (PSA) and Departmental Strategic Objectives (DSO) relating to the National Indicators
Stronger and Safer Communities	NI 9 – Use of public libraries ¹⁷	PSA 21 – Build more cohesive, empowered and active communities
Children and Young People	NI 110 –Young people’s participation in positive activities	DCSM DSO 1 – Encourage more widespread enjoyment of culture, media and sport PSA 14 – increase the number of children and young people on the path to success

These national priorities have been translated into tangible outcomes, deliverables and performance indicators specific to the London Borough of Tower Hamlets – as set out in the *Tower Hamlets 2020 Community Plan*, *The Tower Hamlets Children and Young People’s Strategic Plan 2009 - 2012*, *The Tower Hamlets Local Area Agreement 2008 - 2011*, the Council’s annual *Strategic Plan* and relevant *Directorate Business Plans*. The Idea Store Strategy contributes to many of the outcomes in these strategic planning documents – the most significant areas of contribution are outlined in the following table.

¹⁷ defined as the percentage of the adult population aged 16 and over in a local area who say they have used a public library service at least once in the last 12 months.

Plan	A Great Place to Live (Housing, leisure and culture, transport & waste)	A Prosperous Community (learning, worklessness & enterprise)	A Safe and Supportive Community (support for vulnerable residents & community safety issues)	A Healthy Community (public health, access to primary care & mental health)
<p>Community Plan 2020</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 47</p>	<p><i>Priority 2.2: Strengthen and connect communities</i> <u>Key objectives:</u> Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks</p> <p><i>Priority 2.2: Strengthen and connect communities:</i> <u>Key objectives:</u> Bring together communities to foster mutual understanding a collective sense of wellbeing and avoid people being isolated</p> <p>Ensure communities have good access to a full range of facilities – including health services, schools and leisure</p> <p><i>Priority 2.3: Support vibrant town centres and a clearer, safer public realm</i> <u>Key objectives:</u> Providing first class and well-managed centres where people come together for business, shopping, leisure and recreation</p>	<p><i>Priority 3.1: Support lifelong learning opportunities for all.</i> <u>Key objectives:</u> Providing continuous learning opportunities so everyone can learn basic and new skills at any age</p> <p><i>Priority 3.2: Reduce worklessness</i> <u>Key objectives:</u> Helping families escape poverty by providing employment support and advice on debt management</p> <p>Helping people get and keep employment by ensuring there is support and training before and after they get a job</p>	<p><i>Priority 4.1: Empower older and vulnerable people and support families</i> <u>Key objectives:</u> Providing responsive and appropriate services for adults which promote independence, choice, security and community</p> <p>Improving support for children and young people with disabilities and their families</p>	<p><i>Priority 5.1: Reduce differences in people's health and promote healthy lifestyles</i></p> <p><i>Priority 5.3: Improving access to, and experience of, local health services</i> <u>Key objectives:</u> Promoting self-care and improving management of long term conditions</p>
<p>Local Area Agreement 2008-11</p>	<p><i>Priority 2.2: Strengthen and connect communities:</i> <u>Indicators:</u> NI 1: % of people who believe people from different backgrounds get on well together in their local area NI 2: % of people who feel they belong to their neighbourhood</p>	<p><i>Priority 3.1: Support lifelong learning opportunities for all</i></p> <p><i>Priority 3.2: Reduce worklessness</i> <u>Indicators:</u> NI 151 – Employment rate NI 161 – Learners achieving a Level 1 qualification in literacy NI 162 – Learners achieving an Entry Level 3</p>		<p><i>Priority 5.1: Reduce differences in people's health and promote healthy lifestyles</i> <u>Indicators:</u> NI 56: Obesity among primary school age children in year 6 NI 120: All-age all-cause mortality rate</p>

Plan	A Great Place to Live (Housing, leisure and culture, transport & waste)	A Prosperous Community (learning, worklessness & enterprise)	A Safe and Supportive Community (support for vulnerable residents & community safety issues)	A Healthy Community (public health, access to primary care & mental health)
	<p><i>Priority 2.3: Support vibrant town centres and a clearer, safer public realm</i></p> <p><u>Indicators:</u> NI 5: Overall / general satisfaction with the local area</p>	<p>qualification in numeracy NI 174 – Skills gaps in the current workforce reports by employers</p>		
<p>Children's and Young People's Plan 2009-2012</p> <p style="text-align: center;">Page 48</p>	<p><i>Priority 3.5: Enjoy and achieve: Provide a learning, play and cultural offer for families</i></p> <p><i>Key objectives:</i> Develop an enriched Tower Hamlets family offer through Find Your Talent pathfinder</p> <p><i>Priority 4.3: Extend the range of positive activities available outside school hours, and ensure all children and young people have access.</i></p> <p><i>Key objectives:</i> Offer five hours of cultural activity every week to all of our children and young people through the Find Your Talent pathfinder.</p>	<p><i>Priority 3.3: Accelerate the achievement and progress of all our children and young people</i></p> <p><i>Key objectives:</i> Develop speaking and listening skills to drive literacy attainment (particularly in writing) at all key stages.</p> <p><i>Priority 5.1: Improve young people's employment related skills linking in to local and regional labour market opportunities</i></p> <p><i>Key objective:</i> Provide targeted learning programmes for each significant group of 14-18 learners at risk of being NEET</p> <p><i>Priority 5.3: Improve the quality of learning and student attainment</i></p> <p><i>Key objective:</i> Share and implement best practice on how to raise qualification levels by age 19 while narrowing the attainment gap for those from poorer homes.</p> <p><i>Priority 5.5: Break the worklessness cycle amongst our families</i></p> <p><i>Key objective:</i> Deliver programmes that ensure young people from workless families understand and can</p>	<p><i>Priority 2.1: Stay Safe: Ensure that children and young people are protected from harm and feel safe and confident in their area and beyond</i></p> <p><i>Key objectives:</i> Extend the choice and opportunity online (COO-L) card and free Oyster card scheme, encouraging young people to travel about the Borough in order to foster a sense of independence and challenging perceptions about 'unsafe' areas.</p> <p><i>Priority 4.2: Increase community cohesion among our children, young people and their families</i></p> <p><i>Key objectives:</i> Extend youth service provision across the borough, with clear targets for providers on engaging young people from all of our communities.</p>	<p><i>Priority 1.2: Support the health needs of young people by ensuring they are able to access effective support, information and advice in appropriate settings</i></p> <p><i>Priority 1.3: Better support parents and families in giving children the best, healthiest, start in life</i></p> <p><i>Key objectives:</i> Strengthen child health promotion in accordance with the new Child Health Strategy, published in February 2009 by the Department of Health and the Department for Children, Schools and Families.</p>

Plan	A Great Place to Live (Housing, leisure and culture, transport & waste)	A Prosperous Community (learning, worklessness & enterprise)	A Safe and Supportive Community (support for vulnerable residents & community safety issues)	A Healthy Community (public health, access to primary care & mental health)
		<p>meet the demands of the workplace. Offer structured support opportunities for parents and carers to gain employment, including access to childcare.</p>		

3.1.2 National library policies

Released in 2003, *Framework for the Future*¹⁸ sets out the Government's long-term strategic vision for the public library service. Thematically it envisages libraries as 'service delivery agents' for a range of social services and objectives across the government and community sectors. In particular, it emphasises the importance of 'added-value' services that extend beyond traditional book lending activities; partnerships between libraries and other public service providers; outreach into the community; and the role of libraries in promoting greater equality of access to and use of information and engagement in learning.

Framework for the Future identifies four areas of activity which should be at the core of libraries' service offer:

- promoting reading and supporting reader development
- promoting and supporting learning, with a focus on:
 - supporting early (pre-school) learning by engaging families with very young children who are outside the formal education system
 - supporting children and young people by working alongside schools to support their literacy and reading development programmes
 - supporting older students through the provision of lifelong learning and supporting adult basic skills provision
 - promoting and supporting self-motivated, independent learning
- providing access to digital skills and services including e-government
- tackling social exclusion, building community identity and developing citizenship – through outreach searches, such as mobile libraries, and collaboration with other public services to deliver an inclusive service

It argues that by working in partnership with other public or community providers libraries can tailor and deliver their core services more effectively, resulting in a final product for users that is greater than the sum of its parts.

Framework for the Future remains the Government's long-term vision for libraries in the UK. In the medium-term, the MLA has identified three priority strategic themes for libraries over the next three years¹⁹:

- Learning and skills – increasing opportunities for learners to progress and achieve their creativity and unlock their potential
- Communities – ensuring libraries are inclusive and support sustainable communities, particularly in their work with young people
- Excellence – strengthening the capability of the sector to innovate and continuously improve

*A Passion for Excellence*²⁰ sets a framework for performance management and improvement in the culture and sport sector. It sets out three key areas of focus for lifting the performance of the sector:

- *monitoring* – ensuring high quality data and evidence on the impact of the sector on local, regional and national goals, objectives, targets and broader social and economic outcomes

¹⁸ Department for Culture, Media and Sport (2003) *Framework for the Future: Libraries, Learning and Information in the Next Decade*. London: DCMS.

¹⁹ MLA (2008) *Museums, Libraries and Archives Corporate Plan 2008-2011*. London: MLA.

²⁰ Greater London Authority (2008) *A Passion for Excellence: An improvement strategy for culture and sport*. London: LGA.

- *challenge* – lifting the capability of the sector to monitor and assess its own performance and put in place improvement strategies to lift performance where needed
- *support for improvement* – this will include a greater devolution of responsibility for improvement support from central to regional partnerships; a stronger focus on sharing knowledge about best practice and learning; and taking a more strategic approach to leadership and workforce development in the sector.

One of the key ways in which these priorities are being put into effect is through the roll-out of the Cultural Services Improvement Toolkit (CIST). Idea Stores and Libraries in Tower Hamlets have assessed themselves against the Culture and Sport Improvement Benchmark to ascertain how well they are performing against the criteria that enable excellent library performance.

Building on *Framework for the Future* and *A Passion for Excellence*, DCMS launched a national *Library Service Modernisation Review* in October 2008 to more clearly define Government's vision for a modern, world-class public library service. The final review report is not expected until after the Idea Store Strategy 2009 has been finalised. However, given the flexibility of the Idea Store model and its leading-edge characteristics, it is expected that Tower Hamlets' libraries, learning and information services will be able to meet the recommendations the review makes.

The review will provide

- A high level vision for public library services in the 21st century;
- A set of recommendations for central Government, its agencies and other partners, to support the delivery of this vision for a modernised local library service.

In identifying these high level outputs, the review has focused on five areas with the following objectives:

- **Digital Services and Information Literacy:** to explore and make recommendations on the digital services required to enable public libraries to meet the current and future needs of their local communities 24/7.
- **A Skilled and Responsive Workforce:** to review and make recommendations on the skills mix required to deliver a 21st century library service and entry routes into the profession.
- **Capturing Impact:** to consider and make recommendations on the local and national data necessary to capture the impact of libraries on their local communities, which will be effective in securing the support and engagement of partners.
- **A Community-led Service:** to explore and make recommendations on innovative models of service delivery that integrate libraries with other local services; that make libraries increasingly responsive to the needs of their communities and that involve users in their design and delivery.
- **Funding Innovation:** to review and make recommendations on innovative partnership and funding models that can release additional capital and revenue funding streams to enable service modernisation and improve delivery.

3.1.3 Regional policies and guidelines

The *London Libraries Change Programme* seeks to promote and establish greater cooperation and shared service provision across the Capital to enable local authorities to deliver more efficient and effective library services, whilst still maintaining individual and independent local library authorities. A recent report commissioned by the *London Library Change Programme* recommends five key areas for improving service delivery and increasing cooperation:

- providing stronger library sector leadership that clearly articulates and advocates for the role of libraries within government and is supported by clear governance structures to deliver the cross- London programme
- supporting the development of a strong and well-utilised library workforce
- improving stock management and procurement processes
- modernising library service delivery through the use of new technology
- combining skills and resources to undertake joint marketing and communication²¹.

3.2 Policies relating to spatial planning

3.2.1 National and regional planning policies and guidelines

The key planning policy document of particular relevance to the Idea Store Strategy is the *London Plan* (2004). The *London Plan* is the Mayor's 20-year spatial development strategy for London and local authorities are required to comply with the spatial policies set out within it. It notes that cultural facilities such as libraries are vitally important to London's town centres but that some suburban areas, particularly in East London, lack these facilities.

The *London Plan* contains a number of planning policies relating directly to community facilities such as libraries²². Specifically, it states that such facilities:

- should be accessible by walking, cycling or public transport, as well as being accessible to all sections of the community including disabled people
- should be located in readily accessible town centres
- should be regularly assessed to ensure they continue to meet the need for social and community infrastructure

Although the Mayor of London proposes to make some changes to the *London Plan* to better reflect his priorities, in the case of leisure facilities these would largely serve to further reinforce existing policies and further highlight the importance of providing good library facilities.²³

3.2.2 Regional infrastructure development

The Council's own library, learning and information facilities are part of a wider regional infrastructure development programme that needs to be taken into account when

²¹ RSe Consulting (2008) *London Libraries Change Programme Feasibility Study*. London: MLA London.

²² Policy 3A.18, Policy 3D.6 and Policy 3D.1

²³ Greater London Authority (2008) *Planning for a Better London*. London: Greater London Authority, pp.18-19, p.25.

assessing the future configuration of library, learning and information facilities in the Borough.

At a regional level, the most significant development is the *Thames Gateway Delivery Plan*, which will deliver a range of investment programmes intended to deliver enhanced economic development and better quality of life for residents in the sub-region. It includes developments that are likely to have an impact on the provision of leisure facilities in or around Tower Hamlets, including:

- the construction of the Olympic Park in Stratford and the associated redevelopment of Stratford City, which will include accompanying social and community infrastructure
- continued growth in Canary Wharf supported by Crossrail
- new housing and associated community infrastructure, including in the Lower Lea Valley
- the redevelopment of priority town centres including Bromley by Bow.²⁴

3.2.3 Local infrastructure planning, delivery and funding

The emerging *Tower Hamlets Local Development Framework* (LDF) is the collection of planning documents that deliver the Borough's spatial planning strategy and therefore help give effect to the *Community Plan*.

Tower Hamlets is at the heart of London's growth aspirations. In line with the *London Plan*, the emerging Tower Hamlets LDF seeks to facilitate:

- an increase of 31,500 new homes from 2007 to 2016, especially in the east of the Borough and on the Isle of Dogs;
- an increase in the provision of affordable housing;
- an increase in the provision of family-sized accommodation;
- the appropriate provision of social and physical infrastructure required to support the growth in housing (including schools, health care facilities, public transport and utilities), focused on town centre locations where appropriate.²⁵

The spatial strategy set out in the LDF prioritises the provision of high quality, modern infrastructure to support population growth and benefit existing residents.

Consequently, it takes a proactive management approach to designating sites for new facilities in response to forecast future demand.

The emerging Tower Hamlets LDF will be the central document that sets out how the Council and its partners will deliver accessible community and social infrastructure alongside housing and commercial developments to meet the needs of residents. The Idea Store Strategy will be a key contributor to the evidence base that will inform infrastructure planning within the LDF and help to translate the high level policies into tangible infrastructure development.

Infrastructure planning for Idea Stores and Libraries will build on the standard charge approach developed by Museums, Libraries and Archives (MLA) in *Public Libraries*,

²⁴ Department for Communities and Local Government (2007) *The Thames Gateway Delivery Plan*. London: Department for Communities and Local Government

²⁵ London Borough of Tower Hamlets (2006) *Local Development Framework: London Borough of Tower Hamlets Development Plan Document Core Strategy and Development Control Document*. London: London Borough of Tower Hamlets

*Archives and New Development: A standard charge approach.*²⁶ The research suggested that a space standard of 6sqm per 1,000 residents should be adopted for sustainable community planning and developer contribution purposes.

The standard will feed into the Planning for Population Growth and Change Model for Tower Hamlets. The model has been developed to be a live modelling tool to aid the implementation of the Local Development Framework.

The Planning for Population Growth and Change Model operates on the basis of capacity standards for different types of community and social infrastructure. It applies these standards to planning applications for new development to determine the individual and cumulative impact of development.

It must be noted that the national standard for libraries does not fully reflect the picture in Tower Hamlets. Idea Stores combine a range of facilities and services whereas the national standard assumes exclusive library use. When determining current levels supply and predicting future demand, an adjustment will need to be made to take into account the non-library elements of the Idea Stores.

Related to this, the Government is introducing a *Community Infrastructure Levy* (CIL) to support local authorities to better deliver community infrastructure. CIL represents a new tariff-based funding stream that can be used to finance a broad range of social infrastructure including recreational facilities that are needed to support housing or commercial developments. The Idea Store Strategy will feed into the infrastructure levy design and allow Tower Hamlets to secure contributions for leisure purposes.²⁷

3.2.4 Climate change and energy efficiency

Government has introduced legislation setting clear carbon emissions reduction targets and is looking to local authorities to take a lead on tackling climate change. Carbon reduction is embedded in the new national indicator set and Tower Hamlets Council has included NI 186 – reducing per capita CO² emissions from business, public sector, domestic housing and road transport in the local area – as a committed target in its Local Area Agreement, with the aim of reducing per capita CO² emissions by ten percent by 2010/11. The Council has also set targets to reduce CO² emissions from its own operations by sixty percent by 2020.²⁸

From a planning perspective, *The London Plan* and emerging Tower Hamlets LDF emphasise that dealing with climate change should be a core consideration in any infrastructure development. New projects including those relating to library facilities are expected to meet the highest standards of sustainable and energy efficient design, and this should be taken into account when considering options relating to the future configuration of the Idea Store and Library network. From September 2009 the “greening” of the curriculum will be included in the Ofsted Common Inspection Framework and will feature as part of the inspection process in the future.

²⁶ Museums, Libraries and Archives (2008) *Public Libraries, Archives and New Development: a standard charge approach*. London: MLA Council.

A Standard Charge Approach

²⁷ Department for Communities and Local Government (2008) *The Community Infrastructure Levy*. London: Department for Communities and Local Government

²⁸ London Borough of Tower Hamlets (2008) *London Borough of Tower Hamlets Carbon Management Programme Project Plan*

3.2.5 Economic efficiency

The United Kingdom is entering a period where funding for local government will be tighter than in previous years and both capital and revenue resources will be under pressure. The overall budget for Tower Hamlets will be more constrained in future years as the Council strives to simultaneously meet savings targets and satisfy ever-growing demands from residents for a more personalised, innovative and high quality services. Capital funding is also constrained as opportunities to generate new capital receipts from the disposal of existing assets have diminished and section 106 contributions may become more constrained given the current economic downturn. These financial constraints have been taken into account in the overall approach to developing investment proposals for the Borough's library, learning and information facilities.

The Idea Store Strategy has been carried out alongside an efficiency review of the Council's current library services, led by Atlantic Solutions. This has informed the assessment of possible infrastructure solutions in terms of their potential to achieve economic efficiencies. Potential solutions put forward in the Strategy will need to be subject to detailed feasibility assessment prior to any projects commencing.

3.2.6 Tower Hamlets corporate asset management

The Council is in the process of developing an asset strategy which will map current and future demand for assets for itself and key partners. The Idea Store Strategy will form part of this work.

The Council's Corporate Asset Management Plan also sets a requirement for all Council assets to be reviewed periodically. Such reviews need to take into account strategic need, utilisation, suitability, sufficiency, financial and political implications. By recognising the specialist nature of library, learning and information facilities, the Idea Store Strategy provides the necessary information to make a strategic assessment of the Council's library portfolio against these criteria.

Infrastructure proposals outlined in this Strategy have been developed within the Communities, Localities and Culture property portfolio and are based on existing knowledge of emerging opportunity sites. However, further work has been identified to co-ordinate strategic decision-making across the wider corporate property portfolio. This will include a wider search for opportunity sites involving the corporate Asset Management Board.

3.3 *Policies relating to the wider economic, social and cultural agenda*

3.3.1 Lifelong learning

The case for increasing skill levels in the UK has been made many times over the past decade, most recently in 2006 Leitch Review which informed the development of the Government's 2007 *World Class Skills* Strategy. The Review confirmed that skills are a vital determinant of economic prosperity because of their role as a driver of national productivity and employment, businesses' ability to take advantage of new opportunities, and individuals' employment outcomes. Skills are also the most important lever for creating wealth, promoting social mobility and reducing income inequalities and social

deprivation. There are also clear positive linkages between skills and wider social outcomes including health and crime²⁹.

The focus on lifting the UK's relatively low skill base with the primary aim of supporting people into employment has resulted in recent changes to funding policies for adult and community education in recent years. Notably, there has been a general shift away from government funding for adult learning related solely to personal interest and development, towards adult learning that leads to sustainable employment, progression within employment and the achievement of recognised qualifications. While the government has retained a safeguard on funding for adult and community provision it ends in 2010/11. Individuals who are engaged in adult and community learning are expected to meet an increasing proportion of the overall costs through higher course fees. There have also been a number of changes to ESOL funding in recent years – including the introduction of a cap on overall government expenditure and means-tested tuition fees for ESOL learners which has removed universal access to free ESOL provision.

These emerging policy changes will have implications for the number and type of adult learning courses that will be provided by the Council's own Lifelong Learning Service within the Idea Stores in the future. This opens up the possibility of introducing a stronger focus on learning that supports entry to and progression within the labour market. Whilst these changes are still emerging, the Idea Store Strategy's action plan highlights the need for continued review of the formal learning provision delivered within Idea Stores.

More recently, Government has defined its approach to the place of informal learning to support and transform individual lives as well as boosting the nation's well-being. *The Learning Revolution*, the recent White Paper on informal learning, seeks to bridge the twin policy tracks of skills and community cohesion. It identifies a number of key objectives to improve the environment within which informal learning can flourish:

- Build a culture which values informal adult learning in all its forms, with a wide range of organisations promoting it.
- Support people to drive their own learning, in particular by making it easier for people who want to start 'self-organised' groups.
- Link up the learning provided by the public, private and third sectors to broaden choice and clarify the opportunities for learners.
- Make better use of technology to support learning and inform people about what's on offer.
- Ensure there is a wide choice of high-quality learning opportunities for everyone.
- Increase access to informal learning for disadvantaged groups.
- Recognise the leadership role of local authorities in securing a broad range of opportunities for people across the country.³⁰

The Learning Revolution identifies libraries as being of particular relevance to informal learning as they provide access to a wealth of information and enable self-directed groups to gain access to learning materials. It also identifies libraries as location for self-organised groups to access spaces for self-directed learning. Idea Stores, with their dedicated learning labs, are ideally placed to host informal learning and a range of groups are already taking advantage of the facilities.

²⁹ HM Treasury (2006) *Leitch Review of Skills: Prosperity for all in the global economy – world class skills*. London: HMSO.

³⁰ Department for Innovation, Universities and Skills (2009) *The Learning Revolution*. London: HMSO.

3.3.2 Health

Choosing Health: Making Health Choices Easier is the Government's White Paper for Health. It sets out the key principles for providing people with the information and support they need to make better and more informed choices about their health and outlines the range of actions the Government will take to achieve this.³¹ It acknowledges libraries as a source of public information about health and the particular role they play in accessing hard-to-reach groups.

The Choosing Health Implementation Plan *Delivering Choosing Health: Making Health Choices Easier*³² includes a range of measures to improve the availability and use of relevant information and evidence about health issues. Among these is the Health Trainers programme, a community-based service that provides tailored advice, motivation and support to people to adopt healthier lifestyles. Health Trainers deliver out of a range of community venues including libraries, and the programme is currently operational in some Idea Stores. Another such initiative is the national *Skilled for Health* programme, which aims to improve health literacy in disadvantaged communities. MLA piloted the effectiveness of libraries as settings for informal skills for health learning in five London Boroughs³³, targeting learners with skills for life needs, and following positive evaluations they extended the programme to 15 different London Local Authorities.

Overall, there appears to be an increasing appetite to deliver health information, advice and guidance programmes in libraries. The Idea Store Strategy explores the potential to capitalise on these opportunities going forward.

3.3.3 Strong, sustainable and cohesive communities

Sustainable communities are defined as 'a place where people want to live and work now and in the future'.³⁴ The importance of creating sustainable communities is emphasised across the Government's planning and social development policies, and in turn these policies consistently acknowledge the contribution of social and cultural infrastructure such as library, learning and information facilities to achieving this objective.

Of particular note is the cross-government *Living Places* initiative. This aims to ensure that all communities, particularly those experiencing housing-led growth and regeneration, can benefit from cultural and sporting opportunities by ensuring that sport and culture are embedded in the spatial development of towns and cities.³⁵ *Living Places* cites the Idea Stores as best practice in this field, highlighting how the authority combined smart asset management, maximisation of private investment, alignment of investment between services and partners, and the setting up of income streams.³⁶

³¹ Department of Health (2004) *Choosing Health: Making Health Choices Easier*. London: HMSO.

³² Department of Health (2005) *Delivering Choosing Health: Making Health Choices Easier*. London: HMSO.

³³ Ealing, Islington, Newham, Haringey and Barking and Dagenham

³⁴ <http://www.communities.gov.uk/communities/sustainablecommunities/>

³⁵ Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government (2007) *Living Places: stronger communities through culture*, London: Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government.

³⁶ Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government (2007) *Living Places: stronger communities through culture*, London: Department for Culture, Media and Sport (DCMS) and the Department for Communities and Local Government.

3.3.4 East and South East London City Strategy Pathfinder

The *East and South East London City Strategy Pathfinder* is a Department of Work and Pensions (DWP) pilot that aims to reduce and prevent worklessness and child poverty in the five East London Boroughs³⁷ by better coordinating the work of different service providers in the worklessness policy space and developing a more customer-focused service delivery model that is tailored to the specific needs of individuals.

The City Strategy Pathfinder is being implemented through a number of interventions including the introduction of Single Points of Access (SPOAs). SPOAs are intended to improve and widen the physical accessibility of employment-related services for the workless, low income and sole parent working families, and provide holistic support by bringing together a range of services that address the multiple barriers to employment at a single point of use. Idea Stores were included in the 12-month SPOA pilot which ran to March 2009. The pilot built on the Job Club service model that has been in place in Idea Stores for several years. Advisors spent one day a week in each of Bow, Chrisp Street and Whitechapel Idea Stores and provided a wide range of joined-up services to residents to support their entry into employment – including client identification and registration, assessment of client needs, provision of support with CV writing, interview advice and guidance, and referrals to other Skillsmatch services such as job brokerage and training courses.

Funding has been secured to continue to provide the SPOA and other services for a further two years. More broadly, Skillsmatch is undertaking a more strategic review of their overall service offer which may result in more significant changes to how their services are delivered in Idea Stores. The Strategy action plan identifies the need for closer collaboration between the Employment Strategy Implementation Group and the Idea Stores to ensure the neutral and open atmosphere of the stores is harnessed to deliver entry to employment services more strategically.

3.3.5 Digital Inclusion Strategy

Social and cultural change in the UK has been significantly influenced by digital technology over the past decade. However, digital technology is not easily accessible to all and there are inequities in its distribution. An estimated 17 million people in the UK do not use computers and the internet and there is a direct correlation between this and wider social exclusion issues. There is a risk that if benefits are not distributed equally, a new form of social exclusion referred to as 'digital exclusion' could emerge, creating social divides.

In response to the need to ensure fair distribution of digital technology, the Minister for Digital Inclusion has created a *Delivering Digital Inclusion: An Action Plan for Consultation*³⁸ which outlines a proposed framework for tackling digital exclusion. The objective of the action plan is to create opportunities for everyone to benefit from digital technology.

Library, learning and information facilities most definitely have a role to play in supporting the Government's digital inclusion agenda and this is acknowledged in the action plan. Internet access is available in all public libraries through the People's Network which was launched in 2000 to help overcome the digital divide. In addition to having access to

³⁷ Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forests

³⁸ Department for Communities and Local Government (2008) *Delivering Digital Inclusion: An Action Plan for Consultation*. London: DCLG

computers free of charge, users also have access to technical support and advice from library staff. The renewed government focus on digital inclusion invites public libraries to explore options for playing an even stronger role in increasing the proportion of people using ICT services.

3.4 Summary

Sustaining and growing the number of people who use public library, learning and information facilities through the provision of high quality, affordable, accessible and innovative library and information services is an important objective on the Government's agenda, building on the contribution of libraries to a number of priority social and community outcomes. These shared national priorities and their implications for libraries are reflected in the Council's strategic documents including the Community Plan, the Local Area Agreement and the Children and Young People's Strategic Plan.

Idea Stores and libraries are unique contributors to raising skill levels in the UK by virtue of their ability to engage the more hard-to-reach or more reluctant potential learners by providing information and signposting to opportunities that give them the confidence and support they need to progress up the learning ladder from informal learning opportunities, to more formal courses or qualifications delivered by mainstream providers. Idea Stores and libraries can support learning across a wide range of economic and social outcomes, from basic skills provision, to information and advice that enables people to take better care of their health, to advice and skills that support individuals or businesses to successfully enter into and progress through the workforce or marketplace.

Idea Stores and libraries are also seen as an essential component of the wider social and community infrastructure because of their contribution to building strong, sustainable and cohesive communities – another of the Government's key priorities. Idea Stores and libraries offer a neutral and welcoming space that is open to people of all ages and backgrounds. They provide opportunities for people to participate in positive social and leisure activities and help to foster stronger community networks.

The emerging *Tower Hamlets Local Development Framework* reflects national and regional planning, housing and regeneration policies, all of which acknowledge that library facilities are essential in the development of new and existing places. It also sets the broad parameters for the ongoing development and upgrades of existing facilities – namely that they be open and accessible to all groups, located in town centres and aligned with national and local climate change and energy efficiency policy agendas.

The key national, regional and local policy objectives relating to Idea Stores and libraries outlined in this section have informed the development of the strategic objectives and actions outlined later in this Strategy.

SECTION 4: TOWER HAMLETS BOROUGH PROFILE

4.1 Population and age structure

Based on current estimates the 2008 population of Tower Hamlets is 232,042. The numbers of children and young people resident in Tower Hamlets are above the England and Wales national average whilst the numbers of residents aged 40 years of age and older are below the national average.³⁹

4.2 Ethnicity

Tower Hamlets is one of the most diverse Boroughs in London. Bangladeshi residents form the largest group after White residents. Together these two groups account for just under 85% of the population. Current estimates do not provide breakdowns by ethnicity and the most up to date source is the 2001 Census. This data can serve as a proxy for estimating the ethnic make up of the current and future population.

The detailed ethnic composition of Tower Hamlets in 2001 was as follows:

- White: 51.4%
- Bangladeshi: 33.4%
- Black African: 3.4%
- Other Asian: 3.2%
- Black Caribbean: 2.7%
- Mixed: 2.5%
- Chinese: 1.8%
- Other: 1.2%
- Other Black: 0.5%

4.3 Religion

The 2001 Census provides information on residents' faith and religious beliefs. The two major religions in the Borough are Christianity (38.6%) and Islam (36.4%). 14.2% of the population stated that they have no religion. Religious and cultural needs must be taken into account in the provision of library, learning and information facilities.

4.4 Indices of deprivation

Tower Hamlets is one of the most deprived boroughs in London with levels of unemployment, overcrowding, and a lack of educational qualifications significantly higher than the national average (although the latter is rapidly improving.)

The most recent national study of deprivation undertaken in 2004 reached the following conclusions about social deprivation in the Borough:

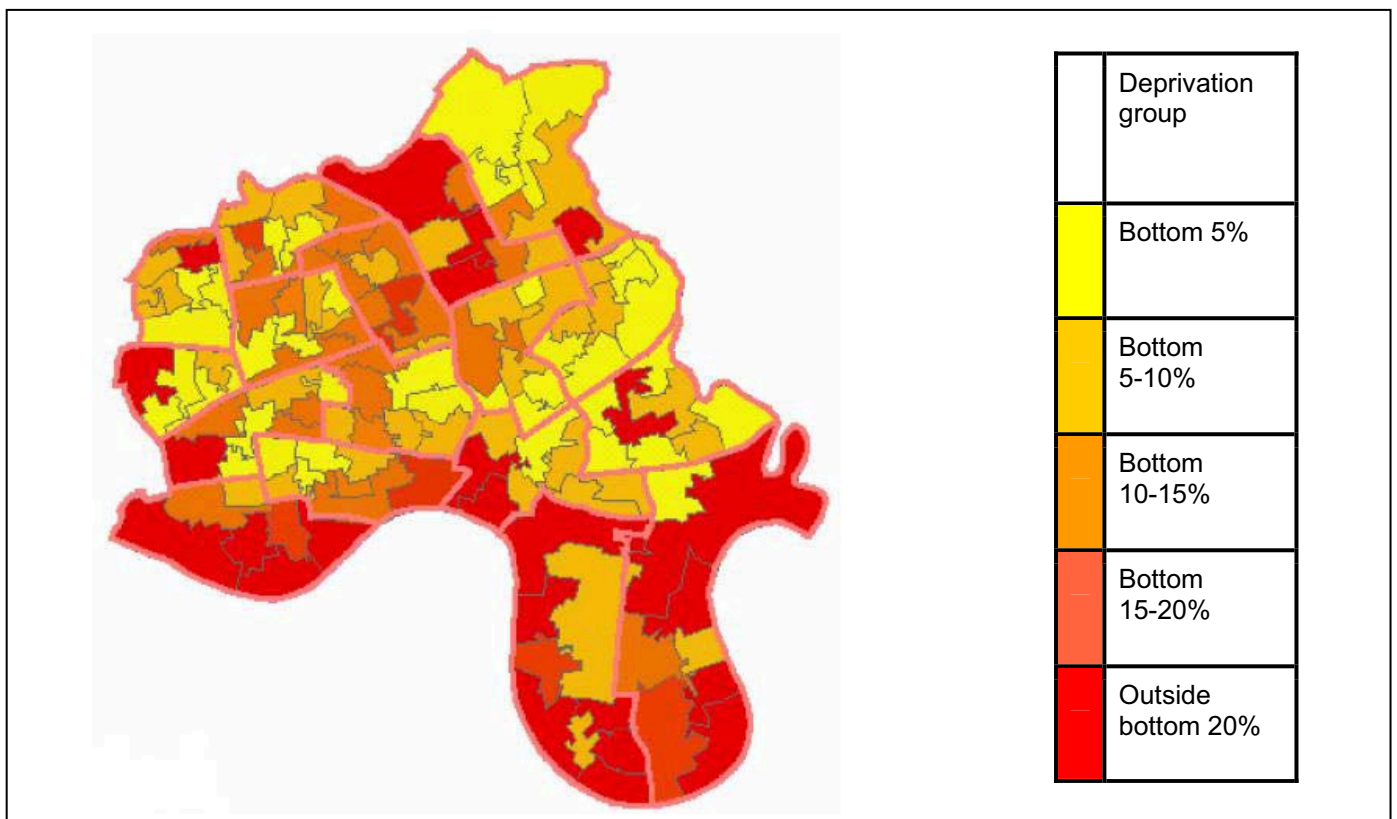
- it is one of the most deprived areas in the country

³⁹ Source: GLA 2007 Round PLP Projections (low scenario)

- deprivation is spread across the Borough, with pockets of severe deprivation in all wards
- the Borough, and London generally, has relatively lower levels of employment deprivation and (to a lesser extent) income deprivation than deprived areas in other parts of the country.

A map illustrating multiple deprivation levels in the Borough is shown below. The most deprived areas (bottom 5% nationally) are in yellow, and the least deprived areas (outside the bottom 20% nationally) are in red. The map is split into Lower Level Super Output Areas (SOAs) to show a higher level of detail than on a ward-by-ward level.

Figure 2: Map of Lower Level Super Output Areas by Index of Multiple Deprivation Rank



The map illustrates that while there are areas of deprivation right across the Borough there are particular areas where extreme deprivation is predominant. These SOAs are shown to cluster towards the north and east of the Borough, in the wards of Bow East, Bromley-by-Bow and East India & Lansbury. East India & Lansbury contains four of the eight most deprived SOAs across the entire Borough. To the west, Lansbury and Spitalfields & Banglatown also show a significant proportion of particularly deprived communities.

The south of the Borough is shown to be the least deprived area, with St Katherine's & Wapping, Millwall and Blackwall & Cubitt Town all largely with SOAs showing levels of deprivation outside of the bottom 20% nationally.

4.5 Health

The people of Tower Hamlets face exceptional challenges to their health and well-being and obesity has been identified as one of the most pressing public health challenges. Levels of obesity are linked to premature deaths resulting particularly from circulatory disease.

For the period 2004 - 2006, life expectancy in Tower Hamlets was 75.2 years for men, and 80.2 years for women. This means Tower Hamlets had amongst the worst life expectancy for men in the whole country. In contrast, the best life expectancy was 82.2 years for men and 86.2 for women (Kensington and Chelsea).⁴⁰

Results from the national child measurement programme (academic year 2006/07) show that levels of childhood obesity in Tower Hamlets are higher than average for London and England. The prevalence of obesity in children measured in reception was the 3rd highest in the country and the 2nd highest in London. The prevalence of obesity in children measured in year six was the 13th highest in the country and the 9th highest in London. The proportion of children found to be overweight (but not obese) in Tower Hamlets was found to be lower in reception compared to England, but in year six the differences were not significant.⁴¹

There is currently no reliable local data available on the prevalence of obesity in adults. However, based on the demographic and socio-economic characteristics of the population, NHS Tower Hamlets estimates that about 20 per cent of adults in Tower Hamlets are likely to be obese.⁴²

4.6 Educational attainment and skills

GCSEs

Last summer 41% of pupils achieved 5 A*-C grade GCSEs, including English and mathematics. This has doubled since 2000. Tower Hamlets is making the fastest improvement in the country at GCSE and continues to close the gap with the national average. For example, in 2005 the gap with the national average stood at 14% - it's now closer to 5%.

Key Stage 2 (11 year olds)

The percentage of 11 year olds achieving the target level for their age in mathematics (80% compared to national figure of 79%) and science (89% compared to 88%) is now above national averages and results for English (81%) are at the national average.

A Level attainment and Level 2 and 3

The A Level average points score per candidate improved considerably from 2007 results by 18 points to 639.5 in 2008.

⁴⁰ Tower Hamlets Primary Care Trust (2009) *Tower Hamlets Public Health Report*. World Wide Web: <http://publichealth.thpct.nhs.uk/PublicHealthReport/index.aspx?pid=55>.

⁴¹ Tower Hamlets Primary Care Trust (2008) *Healthy Weights, Healthy Lives in Tower Hamlets*. London: Tower Hamlets Strategic Partnership.

⁴² Ibid.

Tower Hamlets has significantly improved the number of young people achieving Level 2 qualifications by the age of 19, narrowing the gap with the national average.

Young people progressing onto Higher Education

More of our young people than ever are going on to higher education. In 2008, 919 young people under the age of 20, resident in Tower Hamlets, were accepted by Higher Education institutions. This compares to 771 in 2006. More of our young people are also applying to go into Higher Education.

Areas for improvement

The Council has set itself the ambitious target of raising GCSE results to be the best in the country. This target is underpinned by a detailed action plan which has an emphasis on evidence-based intervention and personalised learning to support all pupils to maximise their potential - to further accelerate attainment at Key Stage 4.

Further targeted work is planned to enable young people to secure higher A-Level grades. At the same time the Council and its partners want to build other routes (e.g. the new Diplomas) to higher education and career success. And although more young people are going on to higher education there is commitment to further increasing this number and ensuring that more young people from low income backgrounds access these opportunities.

4.7 Employment

Tower Hamlets has one of the highest unemployment rates in the country and many residents are not economically active. Only 58% of the working age population is in work, compared to 71% in London and 74.4% nationally. Unlike many areas with high levels of unemployment, lack of jobs is not an issue. Tower Hamlets' economy was ranked first in the country in terms of economic growth. As well as the wealth of jobs created through major investment in Docklands and the City Fringe there has been a steady growth of the small business sector.

According to the GLA claimant count in October 2008 there were 7,960 local residents in receipt of unemployment related benefits (Job Seekers Allowance (JSA)). 2,325 residents claiming JSA are under 25 years of age and 3,820 are between 25 and 44 years old and 1,610 are over 45 years of age. Of the 50,200 local residents economically inactive 52.7% are under 25. Unemployment among 16-24 year olds is 17.7% compared to an Inner London average of 11.8% and Outer London average of 9.1%.

The NEET (not in education, employment or training) figures for those aged 16-18 are high, although concerted effort through the Council's Children's Services and Connexions services over the last two years in response to the Local Area Agreement partnership has reduced this figure from 10.9% (2006/07) to 6.6% (2008/09).

There are high numbers of residents claiming incapacity benefit, with 11,490 claimants in May 2008. Just over half of claimants will have been claiming for over five years. 43% of

claimants claim on mental health grounds, with the next group being muscular skeletal (15%) and respiratory or circulatory reasons (4%), 26% claim on other medical grounds.

4.8 Projected changes in population 2008 to 2018

The population of Tower Hamlets is set to increase dramatically over the ten years from 2008 to 2018. This section sets out some of the main projections and headline figures.⁴³

At Borough level

- By 2018 the total population is set to rise by 48,011 to 280,053.

At LAP level

- Each LAP area will experience an increase in density by 2018.
- The LAPs with highest number of residents in 2008 were LAPs 1 and 8 (both have a population of more than 37,000).
- By 2018, the LAPs with the highest number of residents will be LAPs 1, 6, 7 and 8.
- The lowest increases in overall population will be in LAPs 4 and 5.
- There will be a marked increase in the population in the eastern LAP areas of the Borough and on the Isle of Dogs, resulting in the majority of residents living in this part of the Borough.

The overall projections for each LAP are shown in the table below:

Figure 3: Population projections by LAP area for all residents – 2008 and 2018

	2008	2018	
LAP	All residents	All residents	Percentage change
1	39,374	42,649	8.32
2	24,602	28,614	16.31
3	27,923	31,549	12.99
4	25,047	25,654	2.43
5	21,554	22,562	4.68
6	27,812	38,326	37.80
7	27,975	35,540	27.04
8	37,756	55,157	46.09
Total	232,042	280,053	20.69

Source: © GLA 2007 Round Ward Population Projections (low)

⁴³ GLA 2007 Round PLP Projections (low scenario)

SECTION 5: CURRENT SERVICE AND IDEA STORE NETWORK PERFORMANCE

5.1 Visits and engagement

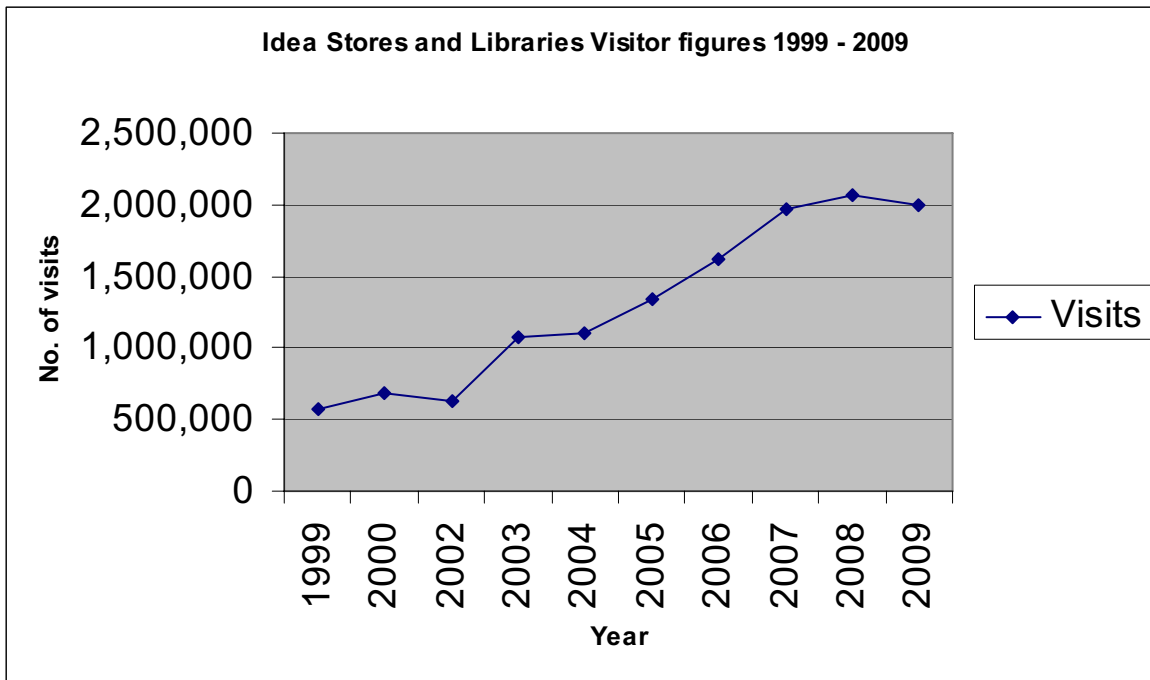
The development of the initial four Idea Stores has transformed library and information service performance from being the worst in London to one of the very best. Visitor numbers continue to buck the national trend and have risen to over two million (now well above the national Public Library Service Standard) and Tower Hamlets has achieved outputs anticipated for the full network of seven Idea Stores with only four in place.

The table below demonstrates the dramatic transformation in participation achieved since adoption of the Idea Store Strategy. The latest visitor figures show that visits within the existing network are beginning to plateau. However, geographical analysis has demonstrated that certain areas of the borough presently have relatively low visitor numbers and there is potential latent demand. It should also be noted that in 2008/09 visitor numbers have declined at Canary Wharf Idea Store due to a major construction project being carried out above the store. It is expected that visitor figures here will recover throughout 2009/10 and again reach 2007/08 levels.

Figure 4: Visitor figures by London rank

Indicator	1999/2000	2007/2008	% Change
LBTH Visits per 1,000 residents	3,135	9,598	+ 206
Visits per 1,000 – London rank	31 st	2 nd	
Visits per 1,000 – London top	12,675	10,527	- 17
Visits per 1,000 – London bottom	3,078	4,463	+ 45
LBTH Total visits	568,464	2,066,436	+ 264
Total visits – London rank	32 nd	6 th	
Total visits – London top	2,865,788	2,582,208	- 10
Total visits – London bottom	568,464	769,493	+ 35

Figure 5: Visitor figures graph



Not only do Tower Hamlets Idea Stores and libraries achieve some of the highest visitor figures in the country, they are also highly successful in attracting the widest range of people. The latest participation data for National Indicator 9 places Tower Hamlets third in London and fourth in England for the percentage of residents using library services.

NI 9: Percentage of the population using libraries	
Tower Hamlets	56.6%
London average	51.9%
National average	48.5%
London rank	3 rd
National rank	4 th

The 2006/07 Public Library User Survey (PLUS) of users over the age of 16 clearly demonstrates that Tower Hamlets Idea Stores and libraries are successful at attracting users of all ages and from different background. The tables below sets the PLUS data against GLA population data sets to determine the level to which the Idea Store and library user base is representative of the overall population.

Figure 6: Idea Store and library users by ethnic background (GLA 2007 Round Ethnic Group Projections – PLP Low)

Ethnicity	% of users according to PLUS 2006/07	% of residents as part of the total population over 16 years
White	45.2	58.0
Mixed	4.8	n/a
Black Caribbean	2.9	2.2
Black African	6.6	2.6
Black Other	0.7	1.2
Indian	3.9	1.9
Pakistani	1.8	0.5
Bangladeshi	26.7	26.7

Chinese	3.6	3.2
Asian Other	n/a	1.4
Other	2.4	2.3

The PLUS data shows that generally engagement across all ethnic minority groups is in line with the borough profile. On the contrary, the percentage of users from a white background is below the expected value.

Figure 7: Idea Store and library users by age (GLA 2007 Round Age Group Projections – PLP Low)

Age range	% of users according to PLUS 2006/07	% of residents as part of the total population over 16 years
15 – 19	11.0	6.6
20 – 24	17.9	9.7
25 – 34	32.9	34.0
35 – 44	17.1	21.6
45 – 54	9.6	11.5
55 – 64	4.6	6.9
65 – 74	3.7	5.2
Over 75	2.9	4.5

The data indicates that engagement across all age groups is broadly in line with the population profile; with an over representation of those aged 20 – 24.

5.2 Overall satisfaction with Idea Stores and libraries

Since implementation of the Idea Store Strategy, satisfaction with library and information services amongst residents (users and non-users) has increased. The proportion of residents who say libraries in the Borough are good or excellent has grown by 20 percentage points, from a low of 35% in 2000/01 to a high of 55% in 2007/08.⁴⁴ However, at the same time resident satisfaction continues to lag behind the rest of London.

Satisfaction amongst users as measured by the Public Library User Survey is significantly higher, and compares very favourably to other London local authorities. The latest results from 2006/07 place Tower Hamlets' user satisfaction rating 4th in inner London and 14th in London overall. 88% of users rate the service as good or excellent. This is of particular importance given that Tower Hamlets has one of the highest participation rates in the country.

Figure 8: User satisfaction according to PLUS

Indicator	Value
Overall user satisfaction CIPFA PLUS	88%
London rank	14 th
London top percentage	95%
London bottom percentage	80%

⁴⁴ Satisfaction ratings according to the Annual Residents Survey

Given the disparity in user and resident satisfaction and the fact that that the services has an extremely high reach, a key focus of future work will be more effective targeted communication to non-users.

5.3 Engagement and satisfaction – core library and information services

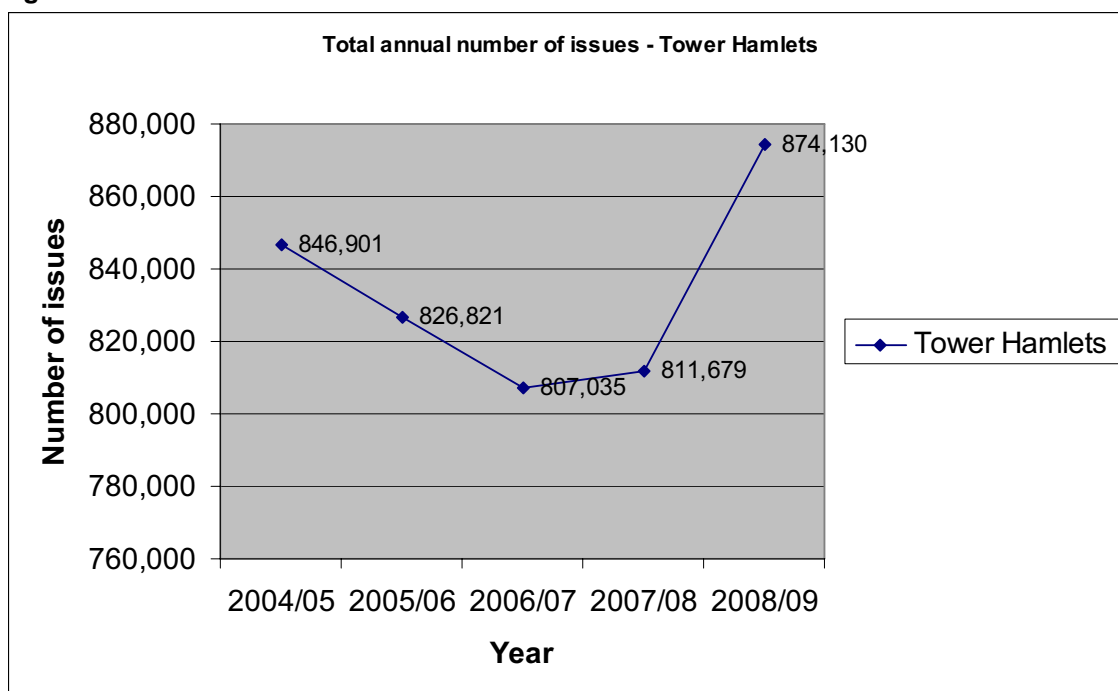
Overall engagement and satisfaction ratings provide some indication of service quality, and more detailed analysis of the core service offer is needed to identify those areas of service provision which could be improved to further drive up customer and resident satisfaction.

Since implementation of the original strategy, Idea Stores and libraries have been able to attract a large number of visitors and the trend has continued since the opening of the first Idea Store. The wider range of services provided by Idea Stores, their location in easily accessible places and their retail environment have been central to this unprecedented increase in visits over the last ten years.

While to date, quite rightly, the focus has been on driving up participation from the lowest in London to record levels, the next stage in Idea Store development will need to be a clear focus on the customer experience. While clearly having amongst the highest participation and engagement rates in the country is testament to the quality of the service provided in itself, a concerted focus on quality and core services should impact positively on satisfaction ratings.

While the number of visitors is ever-increasing, this has not equated to an equally dramatic increase in book issues. Until 2006/07 book issues followed the national and regional downward trends. Since 2007/08 the Idea Store and Library Service has implemented a range of activities to successfully reverse this trend locally and book issues increased by more than 60,000 in 2008/09. Figure 10 and Figure 11 below set out this development.

Figure 9: Book issues in Tower Hamlets



In addition, at 20% of the borough's population as measured as part of the Comprehensive Performance Assessment, the number of active borrowers as a percentage of the population falls just below the Inner London average, which suggests that borrowers do not borrow as many items as elsewhere leading to below average borrowing per resident.

Figure 10: Inner London active borrowers 2007/08

	2004-05	2005-06	2006-07	2007-08	2008/09	Active Borrowers as a percentage of population % (2007/08)	Population (CIPFA 2007-08 Actual)
Inner London	601,717	593,893	584,699	572,302	n/a	21%	2,748,000
Camden	51,138	48,119	50,269	48,240	n/a	21%	231,000
Greenwich	31,068	37,072	34,640	32,791	n/a	15%	223,100
Hackney	36,014	38,367	39,637	42,332	n/a	20%	209,700
Hammersmith & Fulham	38,764	40,560	35,148	35,619	n/a	21%	172,500
Islington	45,028	44,196	44,030	44,304	n/a	24%	187,800
Kensington & Chelsea	44,160	40,715	37,086	36,007	n/a	20%	178,600
Lambeth	42,754	41,570	39,679	36,749	n/a	13%	273,200
Lewisham	58,668	43,991	42,769	49,916	n/a	19%	258,500
Southwark	50,039	53,091	53,120	54,074	n/a	20%	274,400
Tower Hamlets	43,258	51,374	55,180	42,600	41,734	20%	215,300
Wandsworth	76,001	72,063	71,630	68,041	n/a	24%	281,800
Westminster	84,825	82,775	81,511	81,629	n/a	35%	234,100

Considering the advantages brought by Idea Stores, Tower Hamlets' active borrowers could be much higher than current performance. There is greater potential to improve the percentage of residents who are borrowers. Equal efforts should be put into both attracting visitors and retaining them as active members.

In order to continue the positive trend achieved over the last two years, a detailed reader development programme should be developed underpinned by careful analysis of user feedback, performance information and a careful review of existing book stock, book displays and book stock selection. Building on the successful retail-influenced design and customer service ethos developed through the implementation of the original Idea Store Strategy, this reader development initiative should draw on industry best practice in book retailing.

5.4 Existing Network and Catchment Areas

5.4.1 Identifying Catchment Areas

The original Idea Store Strategy made a commitment to completely overhaul library service provision and open a total of seven Idea Stores. Tower Hamlets has already achieved its ambitious original target outputs for a network of seven Idea Stores with only four stores in place. Detailed mapping suggest that the original number of seven service points may still be required to make the most effective contribution to the delivery of community plan outcomes. This is particularly important in the light of projected population growth, especially in the East of the borough.

The maps below show the existing Idea Stores and libraries, as well as libraries outside the borough, with their catchment areas. Catchment areas can be defined in terms of standard distances to a service point or through detailed analysis of users' home postcodes.

Figure 12 identifies 1-mile catchment areas for Idea Stores and Libraries in line with the Public Library Service Standard for geographical distribution. The map also shows those library facilities located outside Tower Hamlets but within one mile of the borough boundary. Overall, the map demonstrates good geographical coverage at present, with an area of low coverage in the Bromley-by-Bow area.

Figure 13 takes a more detailed approach to mapping participation based on active membership (those who have borrowed an item in the past 12 months). Active members have been allocated to Super Output Areas (SOA), a geographical unit developed by National Statistics for Census purposes. The darker the shade of an area, the higher the concentration of borrowers within it.

Due to changes since the SOA boundaries were drawn for the 2001 Census, there are a number of anomalies which need to be taken into account when analysing Figure 14. SOA boundaries were drawn to result in areas with approximately equal population sizes. This means areas vary greatly in geographical size. Since 2001 significant development has occurred in some of the larger areas, meaning by 2009 their population in many cases is likely to be significantly higher than that of other areas. As a result, some larger areas appear to have a higher than usual concentrations of borrowers. For the purpose of analysis of those areas not well served, some allowance will therefore need to be made. The areas in question are: Leamouth and Blackwall Reach, Fish Island, Ailsa Street, Canary Wharf and Millennium Quarter and to a lesser extent along the Limehouse Cut.

5.4.2 Clusters of High and Low Usage

Taking the limitations outlined above into consideration, there are still some distinct areas of particularly high and low usage. There are larger clusters of high usage around Idea Store Whitechapel, Idea Store Chrisp Street, Idea Store Bow and Watney Market Library. There are far fewer SOA with higher usage around Bethnal Green Library and Cubitt Town Library. Areas of particularly low active borrower rates can be found in the north-west of the borough around Dorset Library, in the Wapping area, in the south of the Isle of Dogs, Mile End and near Bromley-by-Bow station.

Whilst active borrower density is not a full representation of all library and Idea Store usage as it does not capture those who use the service for other purposes, they provide a good indication of user distribution. The findings here have been compared to the distribution of users according to the Public Library User Survey 2006 and there are clear correlations, in particular in relation to the Bromley-by-Bow, Mile End and Wapping areas.

Critically, Bromley-by-Bow, Mile End and the area to the north-west of the borough are some of the most deprived neighbourhoods in the country, as is demonstrated in Figure 15. The southern Isle of Dogs and the Wapping area have some of the lowest public transport accessibility ratings in the borough. Finally, physical barriers also have an impact on usage patterns and this is particularly evident in relation to the Highway cutting off Wapping, the Liverpool Street – Stratford and the Hackney railway lines closing off the area to the northwest and the Bromley-by-Bow and Mile End areas, which are intersected by a number of railway lines and arterial roads. Figure 16 shows levels of public transport accessibility for existing service points.

Figure 11: Idea Stores/Libraries with 1 mile catchment areas

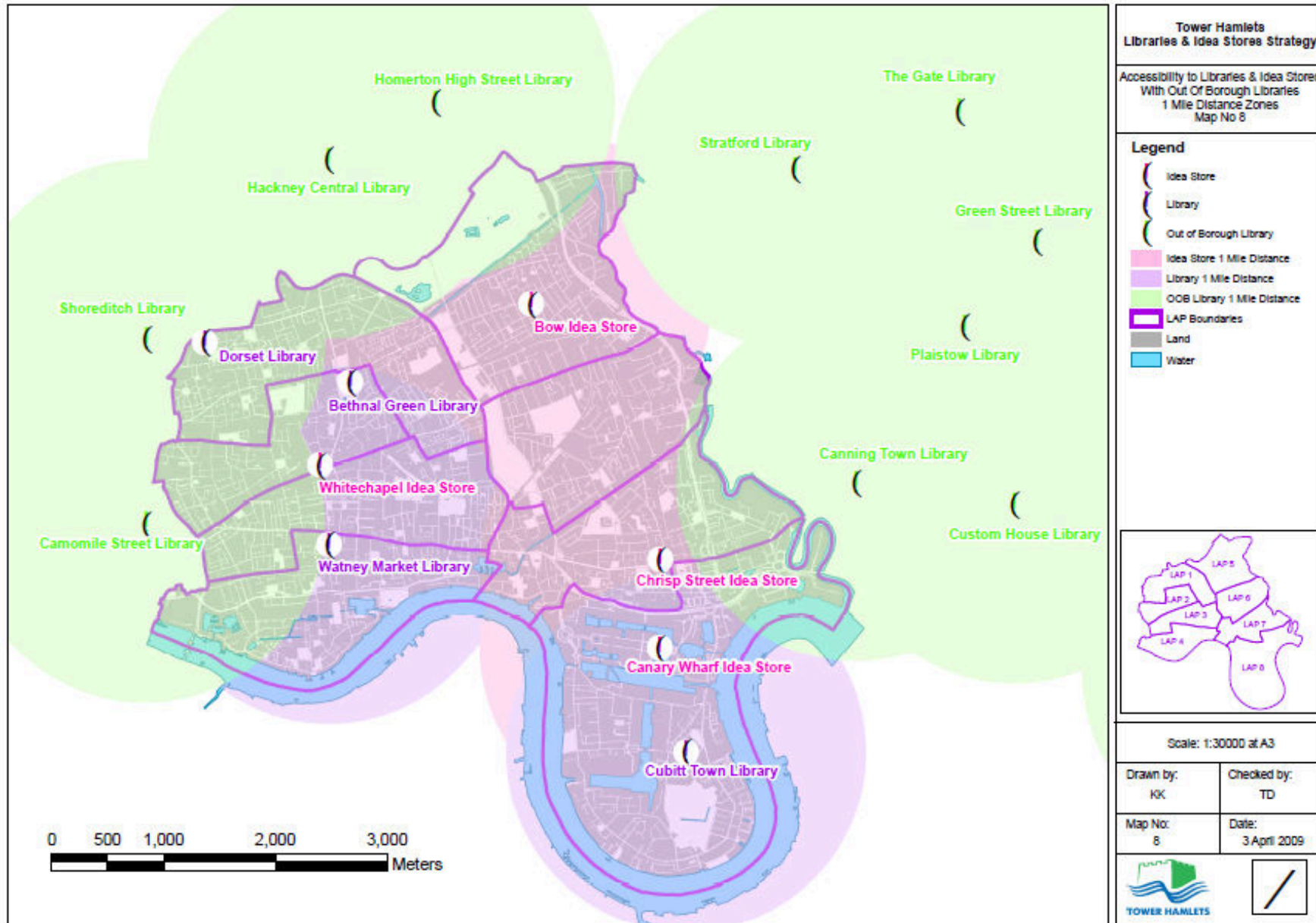


Figure 12: Idea Stores/Libraries with user density by output area

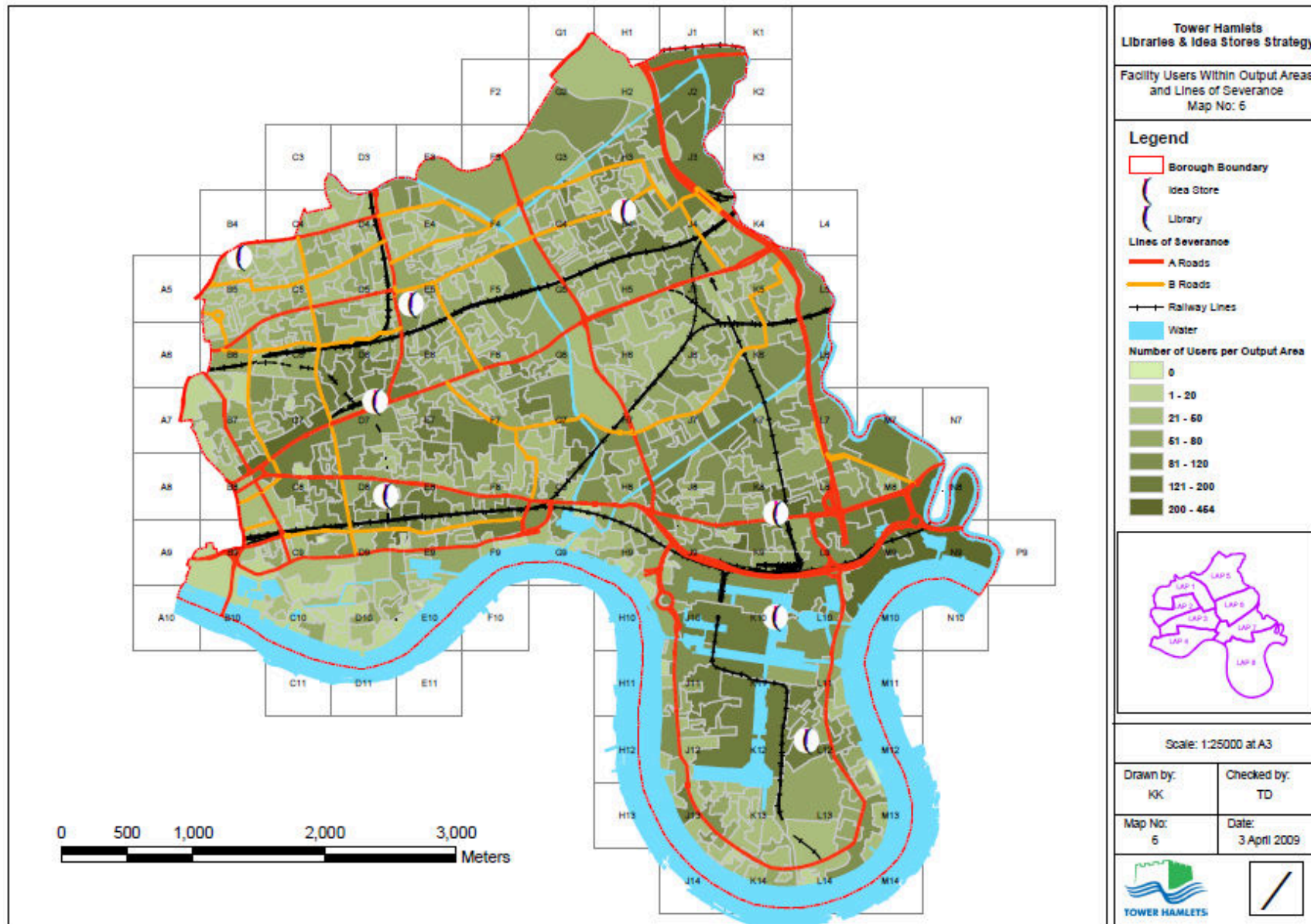
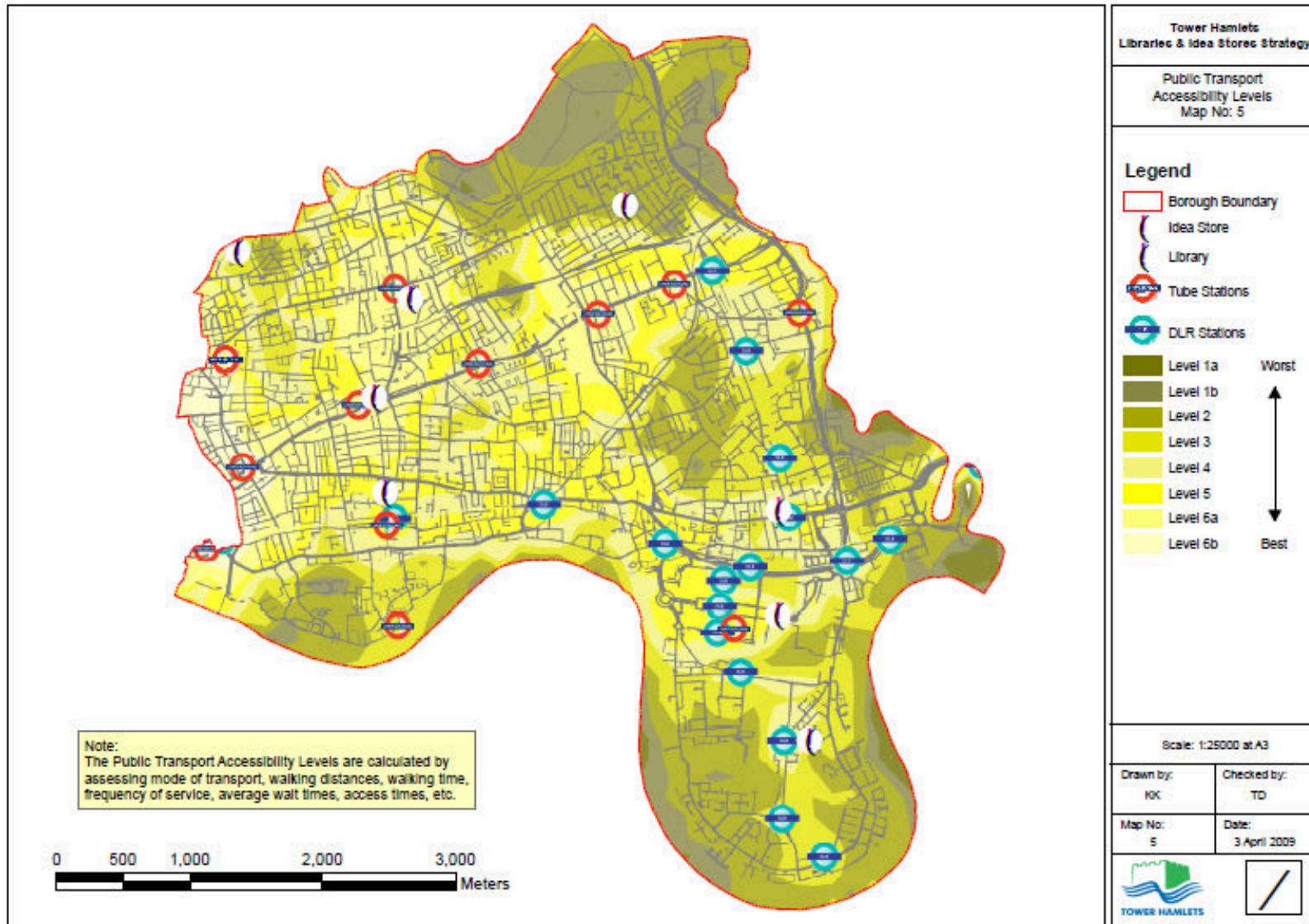


Figure 14: Public Transport Accessibility of Idea Stores/Libraries



5.4.3 Possible future sites

Based on the identification of the impact of the Idea Store network on user distribution to date it is now possible to refine the location recommendations made in the original Idea Store Strategy. The existing Idea Stores clearly have larger catchment areas than the remaining libraries. The exception here is Watney Market, which because of its town centre location already addresses a key characteristic of the Idea Stores. The catchment areas of the libraries remain relatively small.

The medium to long-term objective of a modern and fully accessible network of Idea Stores remains central to the Council's provision for library, learning and information services. Further work on feasibility will need to be undertaken and the locations identified here need to remain subject to review as the Idea Store Strategy 2009 sets the vision to 2020 in line with the LDF and Community Plan. The identification of sites serves as the framework for future decision-making and, in particular, in the current economic climate, will be subject to continued review. It is not proposed to undertake any library replacement over the coming two years to ensure the service development and improvement aspects can be fully embedded before embarking on the next stage of development. The business case for any part of a reconfigured network would have to be part of the service analysis underpinning any proposals for additional Idea Stores. For this reason, this strategy does not propose the closure of libraries.

The emerging LDF Core Strategy identifies the need to focus community and cultural facilities in town centre locations to ensure the sustainability of those centres and make facilities accessible to the widest number of people. The retail location criteria for Idea Stores support and conform to the LDF and the location criteria set out in the original Strategy have been validated by detailed market research with residents.

Potential locations have been assessed against customers' preferred engagement channels, the corporate strategy contained in the LDF, as well as analysis of catchment areas. The schools investment programmes Building Schools for the Future (BSF) and Primary Capital Programme provide significant opportunities to deliver value for money in capital project delivery. Where BSF/Primary Capital Programme sites are aligned with town centre locations, school developments may provide excellent opportunities for future Idea Stores. An engagement process for the Idea Store Service to feed into BSF planning will ensure efficiencies are secured wherever possible.

The locations shown in the map below have been identified to address gaps in the network and provide more equitable access to services whilst ensuring stores are located in the most appropriate town centre locations. They are:

Crossharbour/Wood Wharf

An Idea Store in this location was proposed in the original Idea Store Strategy and remains relevant. It would help bring people at the southern part of the Isle of Dogs within easy reach. Crossharbour has been identified as a new multi-use town centre. Alongside the existing supermarket provision, it is expected that the town centre will provide a range of other retail outlets as well as community facilities and a health

centre. The town centre will be adjacent to Crossharbour DLR station and will be served by buses from across the Isle of Dogs.

The lease of Idea Store Canary Wharf will come to an end in 2019 and forward planning for replacing this facility will need to commence well in advance. The Council has secured a potential replacement facility within the Wood Wharf development to the east of the existing Canary Wharf estate and this may be a suitable alternative to a Crossharbour location. Both Crossharbour and Wood Wharf would place the facility within an accessible shopping district. Unlike the Canary Wharf mall, Wood Wharf and Crossharbour are expected to be more focused on day to day shopping rather than fashion retail making them more everyday destinations for local residents. Further detailed feasibility work will need to be undertaken to determine the best way forward for Idea Store provision on the Isle of Dogs.

Watney Market

Watney Market Library presents an ideal opportunity for expansion of the library, learning and information offer within an upgraded facility. Throughout 2008/09 the Idea Store service implemented certain elements of the Idea Store concept within the existing library and this has resulted in a 20% increase in visitor figures on 2007/08, making Watney Market the most visited of the existing libraries. However, scope to further implement the Idea Store concept is presently limited because of the small size of the retail unit it occupies.

The emerging Town Centre Implementation Programme identifies Watney Market as one of three priority town centres for improvement, expansion and development. Community facilities form a key element of town centres and an Idea Store in this location would enhance the offer to town centre visitors. Further work will need to be carried out in conjunction with the Development & Renewal Directorate to identify the most appropriate way on building on the successful changes made to Watney Market Library and enable its expansion and transformation into an Idea Store.

While the store will not overcome the issue of the severance of the Wapping area caused by the Highway, it is expected that an enhanced and upgraded town centre will become a more attractive destination to residents in that area and more will be making this journey. There is no identifiable town centre location in Wapping itself, making Watney Market the most viable option for an Idea Store. In 2010 the East London Line stations at Wapping and Shadwell will also re-open as part of London Overground with significantly improved frequencies. This will have an impact on public transport accessibility levels and enable residents in the Wapping area to more easily access their nearest town centre.

Bethnal Green

The Council recognises the affection some members of the community have for the Bethnal Green Library building. An Idea Store Bethnal Green was identified in the original Idea Store Strategy and there continues to be a need to provide 21st century library, learning and information services in this part of the borough.

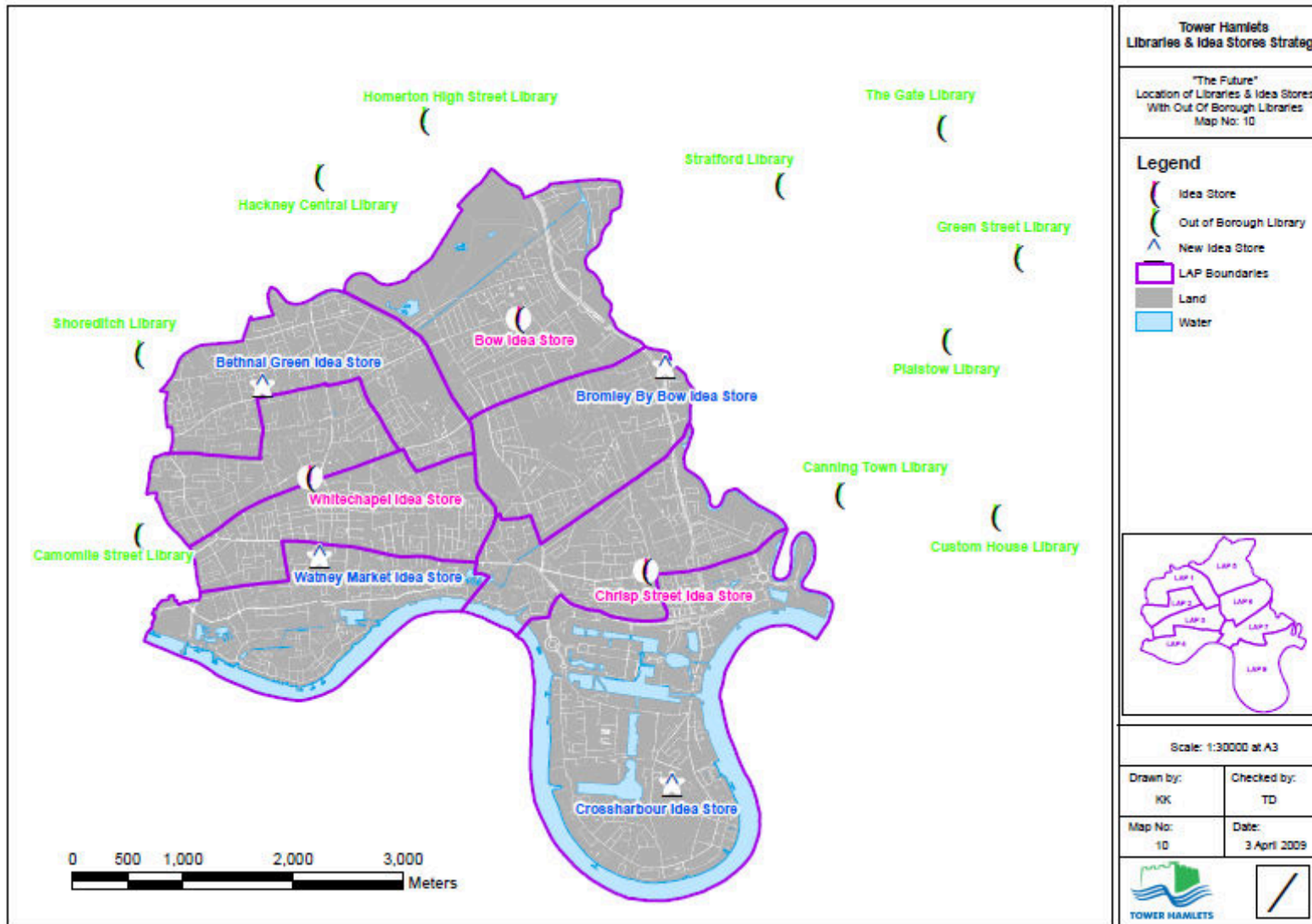
As well as investigating the most accessible location for library and information services in the area, the Council will continue to work towards securing the long-term future of the building within the context of developing the best possible solutions for local residents.

Bromley-by-Bow

The Bromley-by-Bow masterplan identifies the area to the north-east of the station as the location of a new town centre, primary school, park and housing. This will create a focal point for the area providing a more clearly defined core to Bromley-by-Bow. Whilst on the eastern side of the A12, significant improvements to crossings are proposed. The town centre would retain a major supermarket with additional shopping alongside. It would be located adjacent to the underground station and new bus routes are planned to serve the area.

An Idea Store in this location would not only serve the current residents of the Bromley-by-Bow area, but will also provide a new facility for emerging communities throughout the Leaside area, which is expected to see significant population increases. The store would be accessible by public transport with the area already having high accessibility ratings, which are likely to improve.

Figure 15: Potential future Idea Store network distribution



5.5 Efficiency

5.5.1 Service Efficiency

The development of the existing Idea Store network has benefited from a considerable amount of external funding and the Council and its key partners have invested heavily to build new facilities.

Bringing together library, information and learning services was strongly supported by the Learning and Skills Council who invested in the new facilities. The Lifelong Learning Service anticipates that the new Skills Funding Agency will provide future funding opportunities for lifelong learning provision in the Idea Stores. Additionally, Tower Hamlets College as a key partner in the original Idea Store Strategy continues to contribute to the service both financially and in terms of learning provision, particularly to Idea Store Whitechapel.

In order to maximise return on its own and partners' investment, the Council must continue to fully capitalise on the benefits these assets can offer.

In the current economic climate, it is important that the Idea Store service looks for opportunities to increase value for.

Performance varies significantly between sites in terms of visitor figures, cost per visit and user satisfaction. The table below sets out these key comparators for each site.

Site	Visits 07/08	Satisfaction Rating (PLUS 2006)	Cost Per Visit
Idea Stores			
IS Whitechapel	649,203	85.80%	£3.00
IS Chrisp Street	461,714	90.20%	£2.29
IS Canary Wharf	334,986	95.40%	£3.19
IS Bow	315,691	90.70%	£3.43
All Idea Stores	1,761,594		£2.93
Libraries			
Bethnal Green	109,882	81.30%	£8.47
Watney	107,793	78.60%	£6.66
Cubitt Town	68,505	81.60%	£6.16
Dorset	7,099	76.00%	£8.47
All Libraries	293,279		£7.26

Satisfaction ratings with libraries generally lag behind those for Idea Stores. More crucially, the cost per visit to Idea Stores stands at £2.93 (2007/08) compared to more than double that in the remaining libraries at £7.26. This places the cost per visit for Idea Stores well below the Inner London average of £3.61 and below the London average of £3.51. The overall cost per visit in

Tower Hamlets in 2007/08 was £3.59, placing the service just below the Inner London average.

Whilst cost per visit is one indicator, the overall cost envelope for Idea Stores and Libraries is also subject to detailed review and a number of activities are proposed to deliver further efficiencies. A number of these have already been put in place through the corporate budget planning process.

Activities to bring about further service efficiencies for reinvestment include a review of customer footfall throughout the day to ensure staffing levels meet customer usage patterns, the introduction of further self-servicing systems, and the realisation of benefits derived from the introduction of consortium procurement and cataloguing systems.

5.5.2 Idea Store Local

A smaller and more flexible generation of Idea Stores is required if the network is to be completed in a way that will allow the service to fully meet the needs of the community and remain within projected revenue budgets.

The Idea Store 'Local' concept builds on the convenience store model developed by major supermarket chains. An Idea Store 'Local' provision would be smaller in size and would focus on high quality core service offer and high quality service presentation. These services would include book and audio-visual lending, advice and information, family and community learning, ICT access and cultural events and activities. Idea Store 'Local' can be easily located within existing town centres as the space requirement would be significantly smaller. They do not have to be purpose built facilities but could be located in existing retail units on high street frontages, thus contributing to the revitalisation of town centres in economically challenging times.

The strategy does not commit to building any further Idea Stores but rather sets out a framework for decision making based on a series of tests and targeted areas for project development. Any related project will need to be developed within existing corporate governance frameworks and with relevant decisions being made at the relevant times by Elected Members.

5.5.3 Co-location with other services

As part of the localisation of services, Idea Stores present an opportunity for co-location or shared 'back of house' services with other public services where such alignment would not conflict with the strategic objectives of the Idea Store Strategy and the clear direction provided by residents through the market research.

Idea Stores offer advantages as key delivery partners for a wide range of community-focused services such as health and employment as identified by residents (see Section 6). They offer neutral, non-judgmental community spaces that help to overcome some of the stigma attached with accessing

certain services. They offer access to high quality information and resources and access to the internet. And they are open to people of all ages, ethnicities and backgrounds.

Idea Stores are strong vehicles for acting as 'service hubs' that provide information and services about a range of issues that affect the economic and social well-being of individuals and communities. At the same time, careful consideration needs to be given to the types of services that can be delivered from Idea Stores to ensure the built up 'customer capital' is not eroded.

Where co location can be achieved without detrimental impact on the highly successful Idea Store brand and service, and can provide efficiencies and enhanced customer experience they should be pursued. The emerging Channel Access Strategy is central to the way the Council will be managing a wide range of customer interactions in the future. As that strategy further develops, it is recommended that synergies should be explored in detail.

5.5.4 Information and Communication Technology

Information and Communication (ICT) technology is developing rapidly and this is likely to have a significant impact on the way library and information services are provided in the future. These range from online access services, Web 2.0 functionality and in-store provision to the possibility of introducing e-books and other download services. The emerging Channel Strategy is seen as particularly important for this area and there is considerable potential for new access channels to be opened up within Idea Stores.

Over the last year, the Idea Store Service has taken a significant step forward through the introduction of a new library management ICT system. This enables customers to access library and information collections of eleven other London boroughs through, leading to a much wider selection of items to choose from. Further elements of the joint library management system are to be rolled out in 2009/10, including improved self-servicing through the targeted roll-out of radio frequency identification (RFID) technology. This technology, allows items to be issued and returned more easily through self-service and simultaneously acts as a security device on items.

Government has expressed its ambition to make the UK a more digitally inclusive society, providing access to digital technology for all. Initial proposals include the distribution of laptops to school children, the introduction of high speed broadband, and the roll out of comprehensive wireless networks. Whilst for the foreseeable future, the computer provision (The People's Network) in Idea Stores will remain a key service element, this may change as proposals are brought forward. At the same time, it needs to be recognised that the simple roll out of technology does not necessarily ensure its usage and residents may need support in accessing ICT available to them. The Idea Stores already deliver a range of informal learning opportunities and are ideally placed to support the digital inclusion agenda.

Download and e-book technology is emerging, and the service will need to keep abreast of developments in order to remain relevant. At present, e-book technology remains very costly and the amount of literature available is limited. There are also a range of competing formats on the market and it is yet to be seen which, if any of those, will become the market leader and the established format.

Due to the fast-moving pace of the ICT arena and the detailed technical assessment required, it is recommended that the Idea Store Service develop a bespoke ICT Strategy focusing on future proofing its service offer while continuing to recognise the role Idea Stores play as a place to meet, communicate face to face and as a contributor to community cohesion.

5.6 Summary

The original Idea Store Strategy resulted in the Tower Hamlets library and information service moving from one of the lowest performing in the country to one of the most successful in terms of visitors, engagement and national and international recognition. The main focus of implementation to date has been on the modernisation of buildings, stock and working methods. This has resulted in a service with a user base strongly representative of the local population.

The refreshed Idea Store Strategy proposes a renewed focus on core service provision to ensure the high numbers of users visiting the stores have the best possible customer experience. Reading and book stock development are central to this focus and will build on the best experience from the book retail sector to engage customers.

Geographically, Tower Hamlets has changed since 1999 and it has become necessary to review the Idea Store locations originally identified. New areas of housing growth have emerged, the Local Development Framework is identifying new town centres, and improved transport connections are being built. The Idea Store Strategy 2009 proposes changes to the original locations to ensure emerging and growing communities have good access to library, learning and information services and are not excluded.

The current economic climate is likely to have a significant impact on public finances in the future. The Idea Store Strategy recognises this and proposes that a new, smaller generation of Idea Stores is needed to address areas of shortage in the borough. These stores will provide the same high quality services, but can be located in existing retail units. They will have a stronger focus on providing access to information on health and employment and may include co-located services.

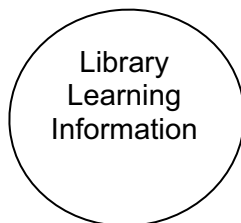
Finally, the Idea Store Service will need to remain future-proof by keeping step with developments in ICT. Whilst ICT can enhance the customer

experience and offer access channels to those who are unable to visit the physical stores, it can also deliver service efficiencies.

The diagram below demonstrates the key characteristics of a future Idea Store service and how these differ from the original Idea Store concept:

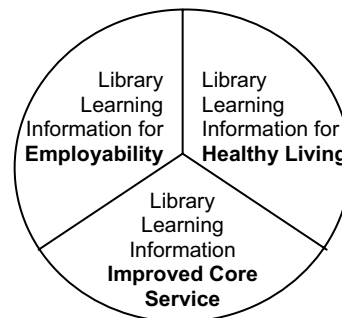
- Expand the service offer. Provide targeted advice, information and learning services in partnership with other agencies (e.g. health and employment) and key service access channels where compatible with the service environment.
- Retain core service but with a reduced focus on learning for personal development and more emphasis on employability.
- Re-configure the proposed network to consist of anchor stores and satellite Idea Store Local sites.
- Co location of new service points with other services where this meets residents' preferences and is consistent with the emerging LDF Core Strategy.

Idea Store Strategy 1999



7 x large Idea Stores providing general learning, information and library services

Idea Store Strategy 2009



4 x Anchor Idea Stores plus 2/3 Idea Stores Local providing targeted learning, information, library and advice services in partnership with other LSP agencies

Strategic Objective:

Co-locate cultural, leisure and other Council services where this will increase efficiency, effectiveness and value for money

Strategic Objective:

Strengthen inclusion and accessibility

Strategic Objective:

Improve the quality and scope of core library and information services

Strategic Objective:

Improve the provision of high quality, accessible ICT and Information Learning Technology (ILT) infrastructure, services, training and support

SECTION 6: COMMUNITY CONSULTATION

6.1 Resident Consultation

The success of the original Idea Store Strategy was based on the significant amount of market and community research undertaken as part of the development process. This ensured that the Idea Stores addressed the wishes and needs of the widest possible range of residents, rather than focus on the views of existing users and organised user groups only. The success of this broad approach to user and non-user engagement has resulted in significantly increased engagement and has enabled the service to reach those who previously did not use library and information services.

This revised Idea Store Strategy is again underpinned by detailed research into user and non-user preferences. Specific engagement activities were devised to refresh the findings of the original Idea Store Strategy. In addition, a review of other current and recent consultation was carried out, including the TellUs survey of children, the Local Development Framework Core Strategy consultation, the Community Plan consultation and the Children's and Young People's Plan consultation.

6.1.1 Adult Survey Methodology

In November 2008 an independent social research company, was commissioned to carry out a face to face consultation with adult users and non users of the Idea Stores and libraries. The main aims of the research were to:

- Establish reasons for using/not using the Idea Stores and libraries
- Establish residents perceptions of the Idea Stores and libraries
- Gain opinion on location and current and future services

A team of interviewers worked to achieve a sample of 1,200 completed interviews with residents, of which there were additional samples of older and Bangladeshi residents to gain particular insight into the preferences of those groups. The sample was weighted to be reflective of the demographic make up of the Borough's population.

6.1.2 Young People Engagement Methodology

The views of children and young people are critically important to the success of the Idea Stores, especially given the relatively low average age of residents. Tower Hamlets has a strong and established Youth Partnership and the existing partnership structure was used to gain an insight into children's and young people's views on the Idea Stores and libraries. Young people at the Youth Partnership Meeting took part in different activities giving them an opportunity to share their views on the future of the Idea Store Service.

6.1.3 Perceptions of the Services

Residents value the Idea Store Service as a service of high importance to with 98.9% of those who expressed an opinion agreeing that libraries and Idea Stores are important to the people of Tower Hamlets. They also view Idea Stores and Libraries as contributing to

community cohesion. 92.2% of respondents agreed that Idea Stores help bring together people from different backgrounds and 90.5% felt that Idea Store bring together people of different ages. This fact, coupled with the fact that almost two-thirds of users of the services rated them as excellent or good, should give weight to the potential to develop and introduce new stores at some point in the future.

6.1.4 Visiting Idea Stores

More than half of the residents interviewed had visited an Idea Store in the last 12 months. Idea Stores are a popular facility and more than a quarter use them at least once a week.

Residents also provided clear evidence that they want to combine using the services with other day to day activities, thus avoiding special journeys to the library or Idea Store. This confirms the findings from 1999. Overwhelmingly, town centre-based activities were those residents wanted to combine with their use of library and information services. Bangladeshi residents, while still making this by far their most preferred activity, gave shopping areas a lower than average rating.

Overall 53% of residents who expressed an opinion said they would like to combine using Idea Stores with a shopping trip, which must drive decision making when looking at new venues. The preference for combining a visit to the library or Idea Store with shopping was also the top response from Bangladeshi residents and older residents, showing there is consistency amongst all residents. For non-users this figure rose to 60% indicating that this is a key consideration for those who do not currently use the service.

In terms of preferred locations, residents also confirmed the findings of the original Idea Store Strategy which concluded that people want to see library services provided in easily accessible town centre locations. The only significant difference in preference related to older people, who felt GP practices were a suitable location. They were also less likely to prefer transport hubs than the average but gave shopping areas an above average preference.

Residents were asked what would encourage them to use Idea Stores and libraries (if non-users) or more often (if users). Location was certainly the biggest issue for older residents and Bangladeshi residents compared with more flexible opening times and IT access for the younger age groups. Flexibility around opening times was especially important to those aged 16-34. Non users also mentioned location as a barrier. Given the existing opening hours with extensive evening opening times and the key criteria for the selection of new locations, it is surprising that these issues are still named. Consideration may need to be given to clear publicity highlighting ease of access to Idea Stores.

Young people were asked to vote for their preferred location for Idea Stores and Libraries. The results are set out in the table below.

Location	Votes	% of total votes
In a park	11	64.7%
In a shopping area	4	23.5%
In a school or college	2	11.8%
In a leisure centre	0	0.0%
In a health centre	0	0.0%

Near public transport	0	0.0%
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Locating Idea Stores and libraries in a park (eg Mile End Park) was the most popular option – receiving 64.7% of all votes. This was followed by locating Idea Stores and Libraries in a shopping area (23.5% of all votes). In third place was locating Idea Stores and Libraries in a school or college (11.8% of all votes.) When asked for the reasons for voting parks so highly, young people stated that parks were places they would visit anyway on a regular basis to meet friends. This result is significantly different from adults, who gave parks a very low rating. It should be considered to use the mobile library service more effectively to target young people in parks, especially during the summer months and school holidays.

6.1.5 Future Service Provision

In addition to examining whether the assumptions underlying the original strategy remain valid, the research also explored possible future scenarios. Residents were asked to provide a view on their preferred future additional services in Idea Stores. This ensures any co-location or service expansion proposals sit well alongside the core offer and don't undermine existing provision. Options were given based on the Community Plan priorities.

Residents gave the highest preference to employment and health information, both preferred by more than 20%. Unsurprisingly, older people were not interested in expanded employment services. Their preference for health information was at 38% making it significantly higher than the average. In addition, they also expressed a high preference for access to crime prevention information and safer neighbourhood teams.

Young people took part in an exercise where they could bid for the services they would most like to see in Idea Stores and libraries in the future. Those services that received the highest bids had the greatest amount of support from the group.

Of the options put forward for consideration, job advice, CV training and help to find employment was the most popular, followed closely by basic skills courses and live music events. Health advice and information also received good levels of support.

Young people were also asked to identify and bid for any other services they would like to see. There was very strong support for more organised activities, workshops and courses for young people – most notably cookery classes, which outbid all other options.

6.2 Internal and External Stakeholder Engagement Exercise

Partnership working is an essential element of developing and operating Idea Stores. A detailed stakeholder engagement exercise has been central to the refresh process. The exercise was set up as a series of structured interviews and group discussions with three broad groups: staff at all levels within the libraries and lifelong learning side of the Idea Stores; staff at external delivery partners; and key stakeholders across the Council and the Local Strategic Partnership.

The section below provides an overview of the key themes emerging from these sessions. These are broken down into strengths and opportunities and areas for improvement.

6.2.1 Key strengths and opportunities

Partners and staff broadly agreed that the Idea Stores concept has been highly successful in turning library and information services in Tower Hamlets around and making them more accessible to users. A number of key strengths were identified:

- Extremely high footfall in Idea Stores
- Innovative service delivery, particularly the use of a significant events programme to attract visitors
- Central locations which attract a wide range of users
- Friendly, relaxed and inclusive environments
- The potential to offer a seamless libraries, learning and information service that enhances the overall benefits for users

6.2.2 Key areas for improvement

Interface between libraries and lifelong learning

The original vision of the partnership between libraries and lifelong learning set out in the Idea Store strategy has not been fully realised and there is further room to exploit the benefits from bringing services together.

The 'value chain' that was originally envisaged – of integrated library, learning and information services that complement and mutually reinforce one another – has not been fully exploited.

Quality of core library services

Idea Stores are performing well in terms of meeting visitor targets. Stakeholders identified the need to build on this success to further drive up reader engagement and improve customer experience in core service areas. Three key areas for development were identified:

- reader development / stock promotion
- knowledge of library resources and helping people to find what they are looking for
- ICT services that are supported corporately and enable users to be independent and use services on their own if they wish

Strategic direction and operational partnerships

Libraries can contribute to a wide range of policy outcomes. Staff are looking to the refreshed strategy to provide clear direction of strategic focus areas. This will enable service staff and managers to assess operational partnerships against their strategic contribution and take informed decisions in relation to deploying resources in the most effective way.

6.3 Summary

Consultation and engagement was central to the success of the original Idea Store Strategy. As the Idea Store development enters its next stage, services will continue to be based on clear and robust customer research.

Broadly, the 2009 research confirmed what residents expressed in 1999. They want highly accessible library and information services, in easy to get to places where they can combine a visit to the Idea Store with other day to day activities. The preferred location for accessing library, learning and information services remains the town centre. Here, people go about their everyday business and going to the Idea Store can easily be combined with going to the supermarket or visiting the bank.

In addition to the original research in 1999, residents were also asked to provide a clear direction in terms of the future service offer they would like to see. They expressed a strong preference for being able to access information, advice and support in relation to health and employment issues. Evidence suggests that Idea Store will be able to contribute to both areas and help deliver positive outcomes. Based on residents' feedback and the research evidence available, the Idea Store Strategy 2009 proposes that health and employment specific services be developed within Idea Stores though links with NHS Tower Hamlets' public health agenda, the Transformation of Social Care programme, and the Employment Strategy.

Strategic Objective:

Expand the provision of high quality health information, advice and support

Strategic Objective:

Expand the provision of high quality employment information, advice and support

SECTION 7: STRATEGIC OBJECTIVES AND YEAR 1 – 2 ACTION PLAN

Overarching strategic objective	1. Improve the quality and scope of core library and information services provided by Idea Stores and Libraries		
Key priority area	1.1 Improve the core reading offer		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
<p>Implement an improvement programme to strengthen the reading offer in Idea Stores and Libraries.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> • Carry out market research on customer reading and information needs and preferences, and introduce continuous monitoring of performance • Improve stock selection and procurement (breadth, depth and quantity of stock; space management; stock circulation; value for money; stock promotion) • Improve stock management (procedures, procurement methods, systems, controls, reports, routines) • Improve the value for money of book stock (supply chain, making the London library consortium more effective, improving cost and speed of delivery, and internal operations) • Improve facilities, staff capability and store management (space allocation, floor and window displays, signage, staff management, 	<p>Judith St John Kate Pitman</p>	<p>Detailed planning of initiatives completed by July 2009</p> <p>Standards on presentation of stock adopted by July 2009</p> <p>Layout of ISW reviewed by July 2009 as part of the stock improvement pilot</p> <p>Refresh of stock across the network undertaken by September 2009</p> <p>Improved signage at ISW as part of the stock improvement pilot by March 2010</p> <p>Associated communications activity to commence from September 2009 onwards</p>	<p>Improved ARS satisfaction levels</p> <p>Improved PLUS indicators relating to satisfaction, stock management, book issues (children and adults), success in finding a book, successful requests (children and adults) etc.</p> <p>Significantly increased the annual book issues at Whitechapel Idea Store</p> <p>Increased visit numbers</p> <p>Increased number of / attendance at targeted reading-related activities</p> <p>Increased active borrowers</p>

training and communication)			
Overarching strategic objective	1. Improve the quality of core library and information services provided by Idea Stores and Libraries		
Key priority area	1.2 Improve the quality of core information services		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
<p>Review and refresh the quality of information services provided by Idea Stores and Libraries.</p> <p>Key deliverables include:</p> <ul style="list-style-type: none"> Clearly articulating the scope of information and events offered at Idea Stores and Libraries – particularly their role in providing a platform for community information Implementing a service improvement plan to improve the quality of Local History Library and Archives services 	<p>Judith St John John Jasinski Denise Bangs Heritage Manager</p>	<p>Agree scope for reviewing information and advice services by August 2009</p> <p>Initiate review project by September 2009</p> <p>New service model for information services in Idea Stores devised by October 2009</p> <p>Heritage Manager appointed by May 2009</p> <p>Design and tender process for improvements to Bancroft Library completed by July 2009</p> <p>Associated communications activity to commence from September 2009 onwards</p> <p>Works at Bancroft Library completed by December 2009</p> <p>Heritage Strategy for Tower Hamlets identifying future development of Bancroft Local</p>	<p>Improved PLUS indicators relating to success in finding information</p> <p>Improved service against national archive standards</p>

		History Library and Archives adopted by December 2009	
Key priority area	1.3 Improve key business management processes		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
Implement the Culture and Sport Improvement Toolkit (CSIT) Improvement Plan for Libraries and Idea Stores.	Judith St John Heather Bonfield	CSIT Improvement Planning completed and improvement projects identified by June 2009 Improvement projects initiated by August 2009 Improvement projects completed – tbc following completion of improvement planning stage	TBC – following completion of improvement planning stage
Overarching strategic objective	2. Improve the quality and scope of core adult learning services		
Key priority area	2.1 Improve and expand the information, advice and signposting services that support learners		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
Review and refresh information, advice and signposting services that support learners in Idea Stores and Libraries. Key deliverables include: <ul style="list-style-type: none"> • Reviewing existing systems and procedures • Evaluating the quality of current services – including compliance with the Common Inspection Framework • Identifying any gaps in provision • Identifying further staff training needs • Making recommendations on improving 	Fiona Paterson	Review completed by September 2009 Transfer of advice and guidance staff from Idea Stores to Lifelong Learning Service and new Information and advice service in place as part of Wider Learner Support Service by December 2009 Implementation of other review recommendations initiated by March 2010 Programme of staff training for	Matrix accreditation attained by the end of the 2010/11 academic year Further success measures to be established once review is completed

information, advice and signposting services		front-line staff designed by September 2009 and delivered to all relevant staff by June 2010	
Overarching strategic objective	2. Improve the quality and scope of core adult learning services		
Key priority area	2.2 Review the lifelong learning curriculum and delivery structure to focus provision that supports employability		
Key initiatives / deliverables	Responsibility	Key milestones	Key success measures
Review the lifelong learning curriculum and delivery structure to focus provision that supports employability	Fiona Paterson	<p>Business reviews undertaken in each curriculum area completed by May 2009</p> <p>Skills for Life curriculum extended by appointment FTE literacy and numeracy teaching staff by September 2009</p> <p>Service – wide cross – curriculum employability initiatives agreed and introduced into the 2009/10 academic year programme</p> <p>Employability core-curriculum units developed for enrichment and progression by March 2010</p>	<p>Impact of progression planning tracked and reported in 09/10 Self Assessment Report</p> <p>Learner Satisfaction surveys show increase in responses to skills and employability questions (08/09 baseline to be established)</p> <p>Take up of employability core units during 2010/11 academic year</p>
Key priority area	2.3 Review of lifelong learning curriculum for non-accredited provision including personal, community and development learning so that it better reflects community demand		

Review of lifelong learning curriculum for non-accredited provision including personal, community and development learning so that it better reflects community demand	Fiona Paterson	<p>Business reviews undertaken in each curriculum area completed by May 2009</p> <p>ACL curriculum organised to give progression opportunities and course descriptions re-written as needed by July 2009</p> <p>System for gathering Information on learner and potential learner enquiries are routinely collected, recorded and monitored by March 2010</p> <p>Learner consultation events to be undertaken by February 2010</p>	<p>Learner consultation outcomes aligned with introduction of Framework for Excellence</p> <p>2010/11 ACL curriculum informed by learner views</p> <p>Learner Forum established</p>
Overarching Strategic Objective	3. Expand the provision of high quality health information, advice and support in Idea Stores and Libraries		
Key priority area	3.1 Expand the delivery of NHS choices programmes		
Key initiatives	Responsibility	Key milestones	Key success measures
<p>Expand the delivery of the Health Trainers programme in Idea Stores and Libraries.</p> <p>The programme will focus on:</p> <ul style="list-style-type: none"> • Providing information and awareness on nutrition, physical activity and smoking cessation • Signposting people into appropriate services, activities, specialist organisations relevant to 	<p>Judith St John</p> <p>Chris Lovitt</p>	<p>Identify opportunities to build on the successful health trainer programme in Idea Stores by June 2009</p> <p>Implement health trainer services one day a week in all four Idea Stores by September 2009</p> <p>Engage NHS Tower Hamlets in</p>	<p>Health Trainer programme operating one day a week in all four Idea Stores</p> <p>Number of people who are contacted by the programme</p> <p>Number of people supported to quit smoking</p> <p>Number of healthy lifestyle</p>

<p>support their health needs</p> <ul style="list-style-type: none"> • Delivering healthy lifestyle activities • Providing 1-to-1 motivational support 		<p>discussion about future re-commissioning of Health Trainers and provision from Idea Stores by September 2009</p>	<p>activities offered in Idea Stores</p> <p>Number of people who attend these activities</p>
<p>Explore the opportunity to deliver further health advice and information services from Idea Stores and build on the Idea Stores to support healthy living and public health campaigns.</p> <p>Key deliverables (subject to further detailed work) include:</p> <ul style="list-style-type: none"> • Time for Health • Health Literacy • Health Trainers • Life Check • Digital Mentors • NHS Choices 	<p>Judith St John Chris Lovitt</p>	<p>Identify projects for implementation by October 2009</p> <p>Implement the programmes in Idea Stores by January 2010</p>	<p>Programmes operating in Idea Stores</p> <p>Number of people who engage with the programmes</p> <p>Improvement in indicators relating to specific programme health outcomes</p>
<p>Key priority area (contd)</p>	<p>3.2 Introduce new health and employment initiatives (contd)</p>		
<p>Key initiatives</p>	<p>Responsibility</p>	<p>Key milestones</p>	<p>Key success measures</p>
<p>Implement health and employment initiatives in Idea Stores</p>	<p>Judith St John Chris Lovitt Fiona Paterson</p>	<p>Scope the project to deliver the Skilled for Health programmes by September 2009.</p> <p>Implement the programmes in Idea Stores by January 2010.</p> <p>Lifelong Learning invited to tender for delivery of health programmes by October 2009</p>	<p>Skilled for Health programme offered in Idea Stores</p> <p>Number of people who attend</p> <p>Retention rates on courses</p> <p>Course participants progress into employment and/or volunteering opportunities.</p>

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Overarching Strategic Objective	4. Expand the provision of high quality employment information, advice and support		
Key priority area	4.1 Build on the Single Point of Access model		
Key initiatives	Responsibility	Key milestones	Key success measures
<p>Explore the integration of Idea Stores into strategic employment initiatives, including the Single Point of Access</p> <p>This initiative would provide a wide range of joined-up services that help to address the multiple barriers to employment in order to support people into work.</p>	Judith St John	Idea Stores are represented on and actively contribute to Employment Strategy Implementation Group by July 2009	To be determined as Employment Strategy Implementation Plan is developed

Overarching Strategic Objective	5. Improve the provision of high quality, accessible ICT and ILT infrastructure, services, training and support in Idea Stores and Libraries		
Key priority area	5.1 Implement an ICT and Information Learning Technology (ILT) Strategy for Idea Stores and the Lifelong Learning Service.		
Key initiatives	Responsibility	Key milestones	Key success measures
<p>Implement the ICT Strategy for Idea Stores and update the Information Learning Technology (ILT) for the Lifelong Learning Service to support the Government's Digital Inclusion agenda.</p> <p>Key areas of focus should include:</p> <ul style="list-style-type: none"> • scope of the on-line service offer • scope of the in-store ICT and ILT service offer (eg learning, advice and support) • ICT and ILT investment strategies (eg equipment, physical environment) • working arrangements with Corporate IT (eg scope of services provided, service standards) 	<p>Judith St John</p> <p>Fiona Paterson</p>	<p>Roll out of RFID and self service to all sites by March 2010</p> <p>Implement Electronic Document Interface (EDI) module of OpenGalaxy by March 2010</p> <p>Agree upgrade plan and implement change-over of all IS PCs to LBTH Corporate IT standard by December 2009</p> <p>Updated ILT strategy reviewed September 2009</p>	<p>Hits on the website</p> <p>Proportion of transactions completed on-line</p> <p>User satisfaction (CIPFA?)</p> <p>Computer down time</p> <p>Time taken to resolve logged calls to Corporate IT</p> <p>Use of ILT in initial assessment increased</p>

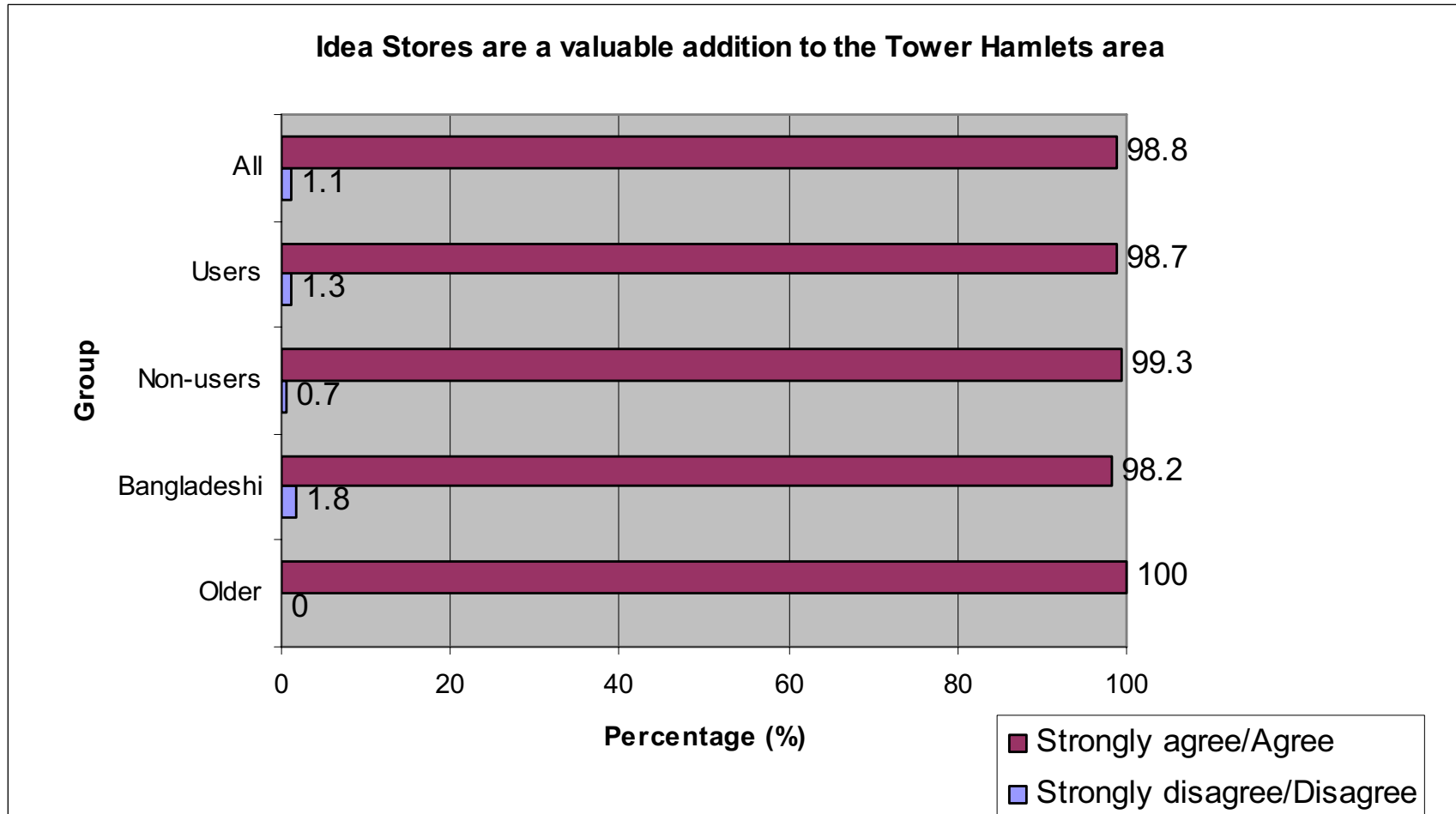
Overarching Strategic Objective	6. Strengthen inclusion and accessibility		
Key priority area	6.1 Identify opportunity sites to implement the Idea Store / Library network reconfiguration strategy		
Key initiatives	Responsibility	Key milestones	Key success measures
Work with the Planning, Corporate Property Services and Building Schools for the Futures Teams to identify opportunity sites to implement the Idea strategy – where this can be justified on cost, performance and efficiency grounds.	Robin Beattie Thorsten Dreyer Judith St John	<p>Establish BSF/Idea Store Service engagement mechanism by July 2009</p> <p>Engage with D&R on the development of the LDF suite of documents to ensure alignment by September 2009</p> <p>Engage with the Town Centre Implementation Programme to develop strategic links into economic regeneration initiatives by August 2009</p> <p>Engage with Corporate Property Services and the Asset Management and Capital Strategy Board by October 2009</p> <p>Idea Store “Local” model fully developed by October 2009</p>	LDF includes provision for library and information services to support population growth

		Carry out detailed feasibility and business planning work in relation to potential sites by December 2009	
Overarching Strategic Objective	6. Strengthen inclusion and accessibility		
Key priority area	6.2 Increase engagement by under 16s and their families		
Key initiatives	Responsibility	Key milestones	Key success measures
Design and implement a range of new family reading and learning activities	Karen Robinson Kate Pitman Sergio Dogliani Fiona Paterson	Re-fit of ISW children's library by March 2010 Completion of Summer Reading Challenge by September 2009 Roll-out of "Engaging Young People" Project by January 2010 Delivery of a programme of cultural activities for young people through Find Your Talent by September 2009 Review BookStart delivery mechanism, engage with partners to increase awareness of IS services for 0-3 year olds by March 2010 Ensure parents/carers and children on family learning programmes	Increase the number of under 16s who are active users of the Idea Stores and Libraries Number of people who attend the family reading / learning activities Idea Store/library resources (including outreach) organised to support skills for life programmes

		are routinely signposted to their nearest Idea Store/Library and opportunities to promote the service are created from June 2009	
Key priority area	6.3 Implement the Equalities Impact Assessment Action Plan across the service		
Implement the Equalities Impact Assessment Action Plan across all Libraries and Idea Stores	Graham Pollard	<p>Review service provision to centres for elderly & disabled people by Mar 2010</p> <p>Improve services to people with mental health problems by July 2009</p> <p>Improve services & stock for people with learning disabilities by March 2010</p>	Equalities Standard Level 5 maintained.

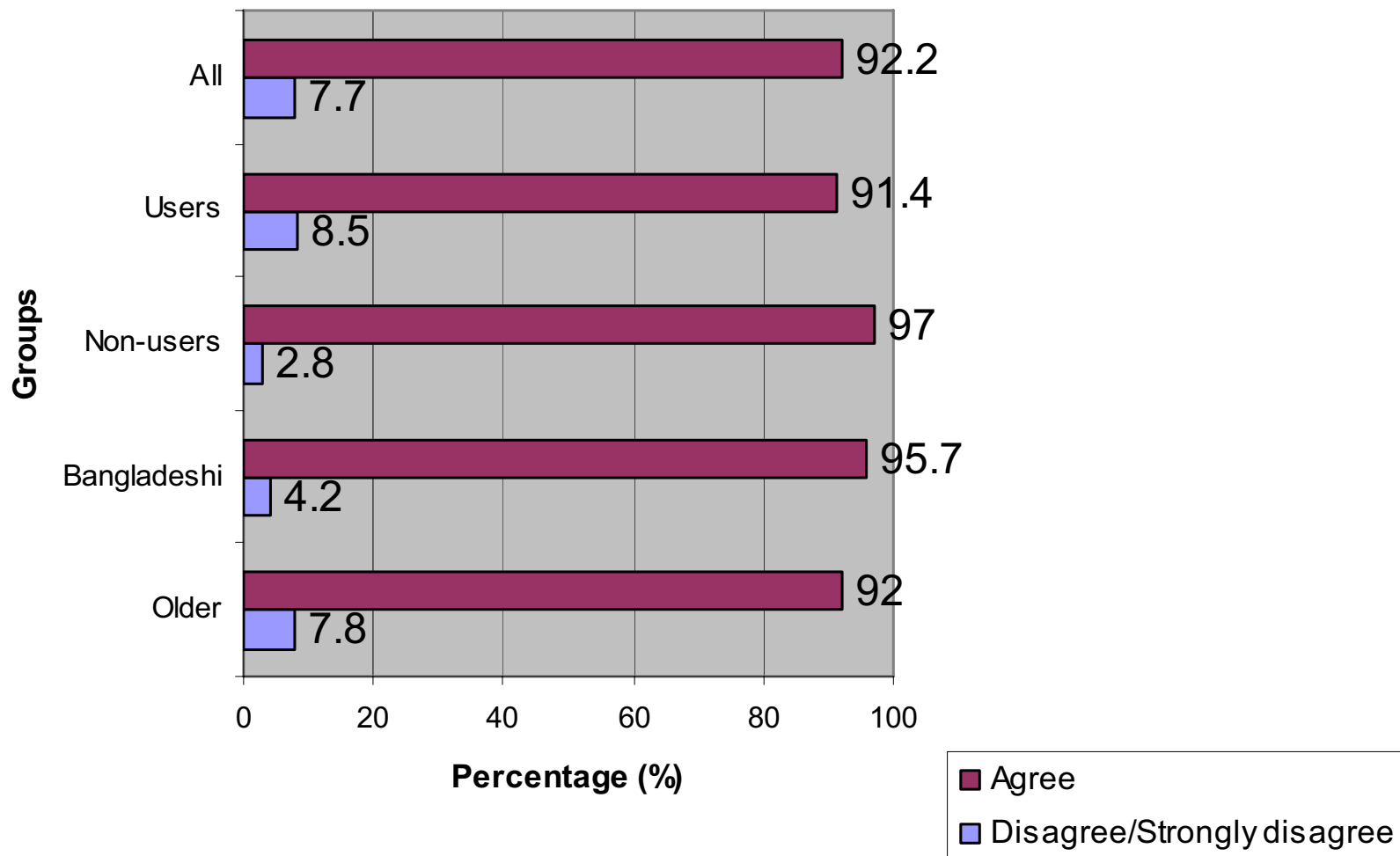
Overarching Strategic Objective	7. Co-locate cultural, leisure and other council services where this will increase efficiency, effectiveness and value for money			
Key priority area	7.1 Support the implementation of the Transforming Social Care agenda			
Key initiatives	Responsibility	Key milestones	Key success measures	
Support the implementation of the Transforming Social Care agenda – details tbc	Judith St John Sarah Ford	Scope outline of universal information on social care choices		
Key priority area	7.2 Support the implementation of the Customer Access Service			
Support the implementation of the Channel Access Strategy – details tbc	Judith St John Claire Symonds	To be determined by Channel Access Strategy working group	To be determined	

APPENDIX 1: DETAILED CONSULTATION RESULTS



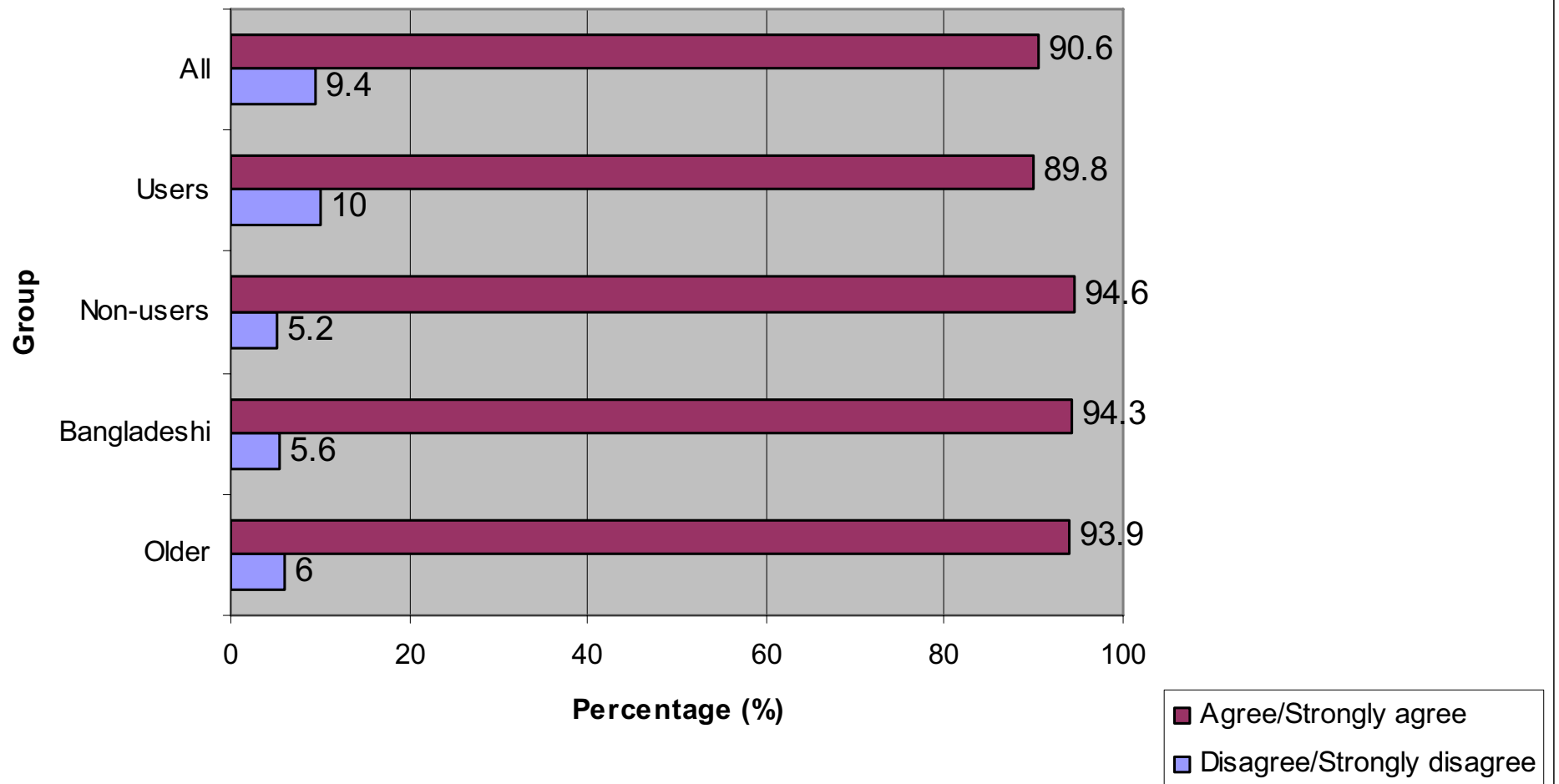
Based on those who expressed an opinion

Libraries and Idea Stores help bring people of different backgrounds together



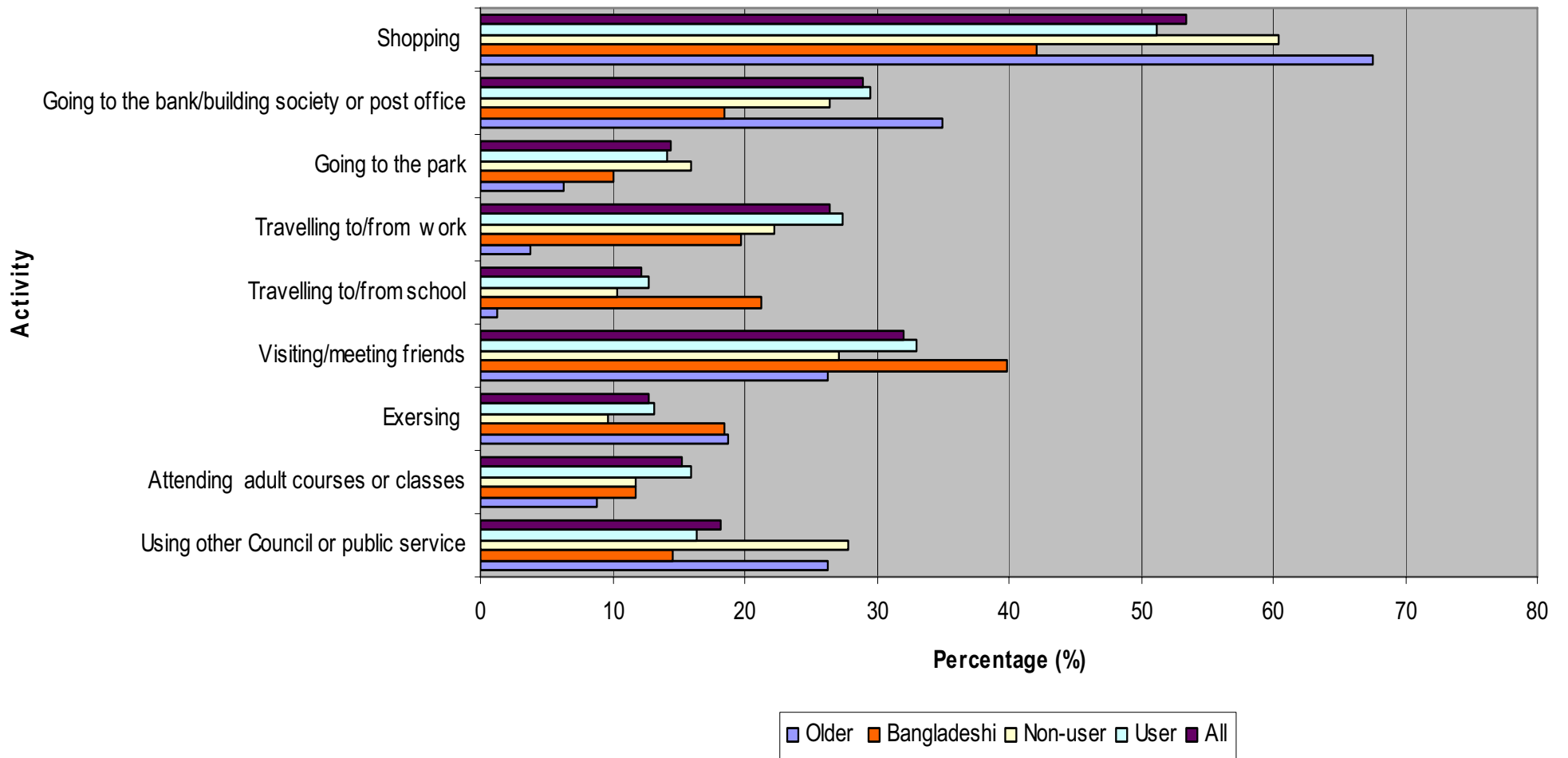
Based on those who expressed an opinion

Libraries and Idea Stores help bring people of different ages together



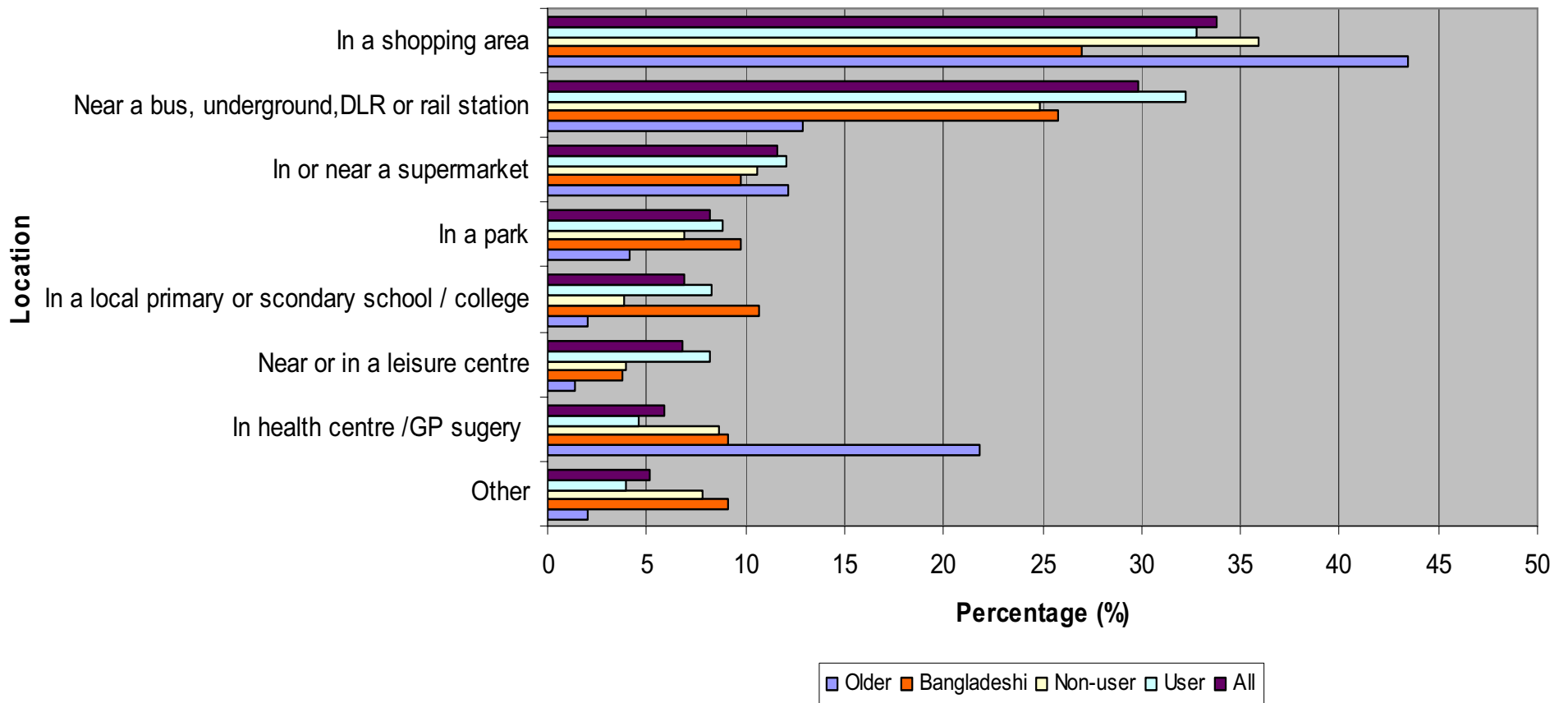
Based on those who expressed an opinion

Which two or three of the following would you most likely combine with a visit to a Library or Idea Store?



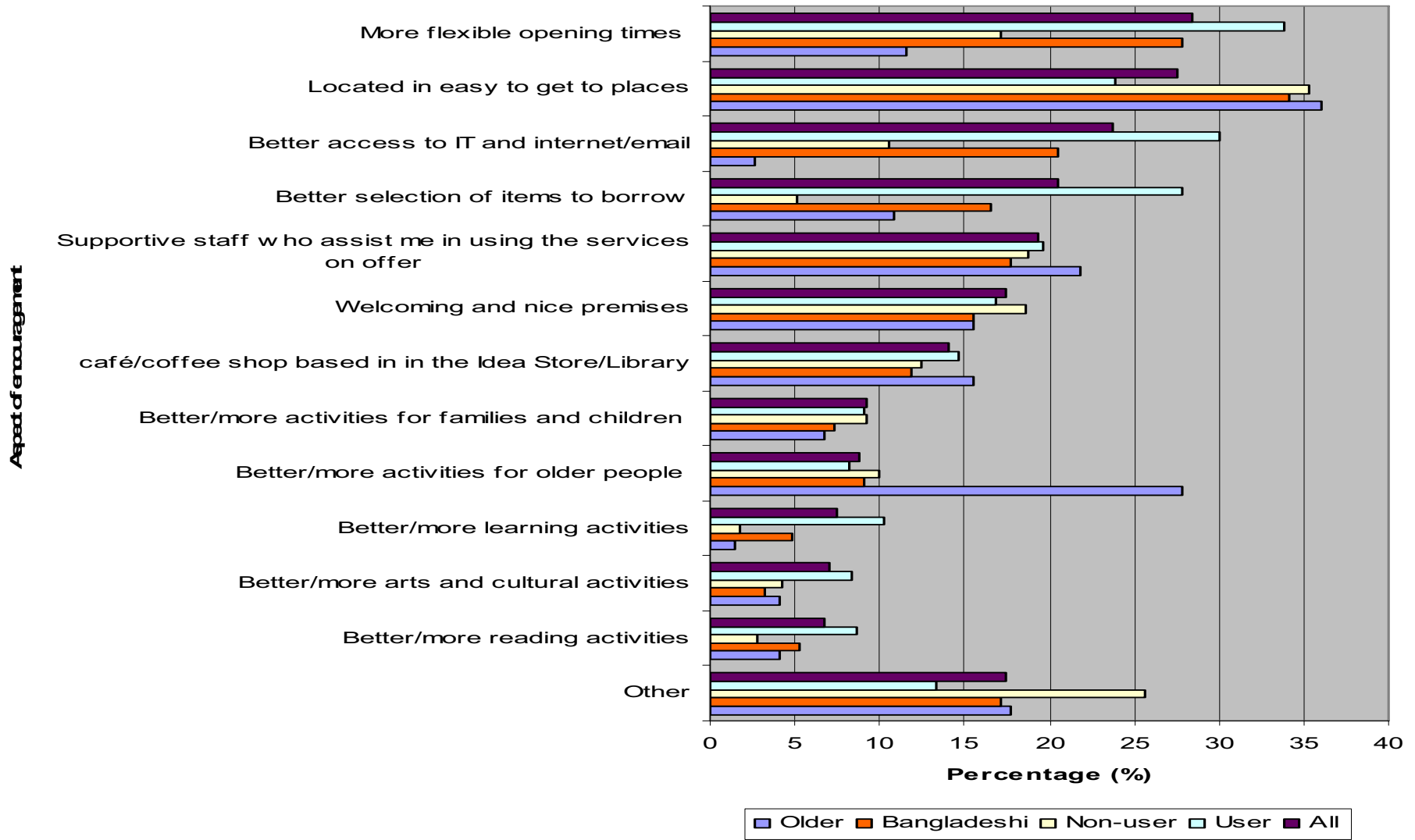
Based on those who expressed an opinion

Which one would be the type of location that would encourage you most to use libraries or Idea Stores?



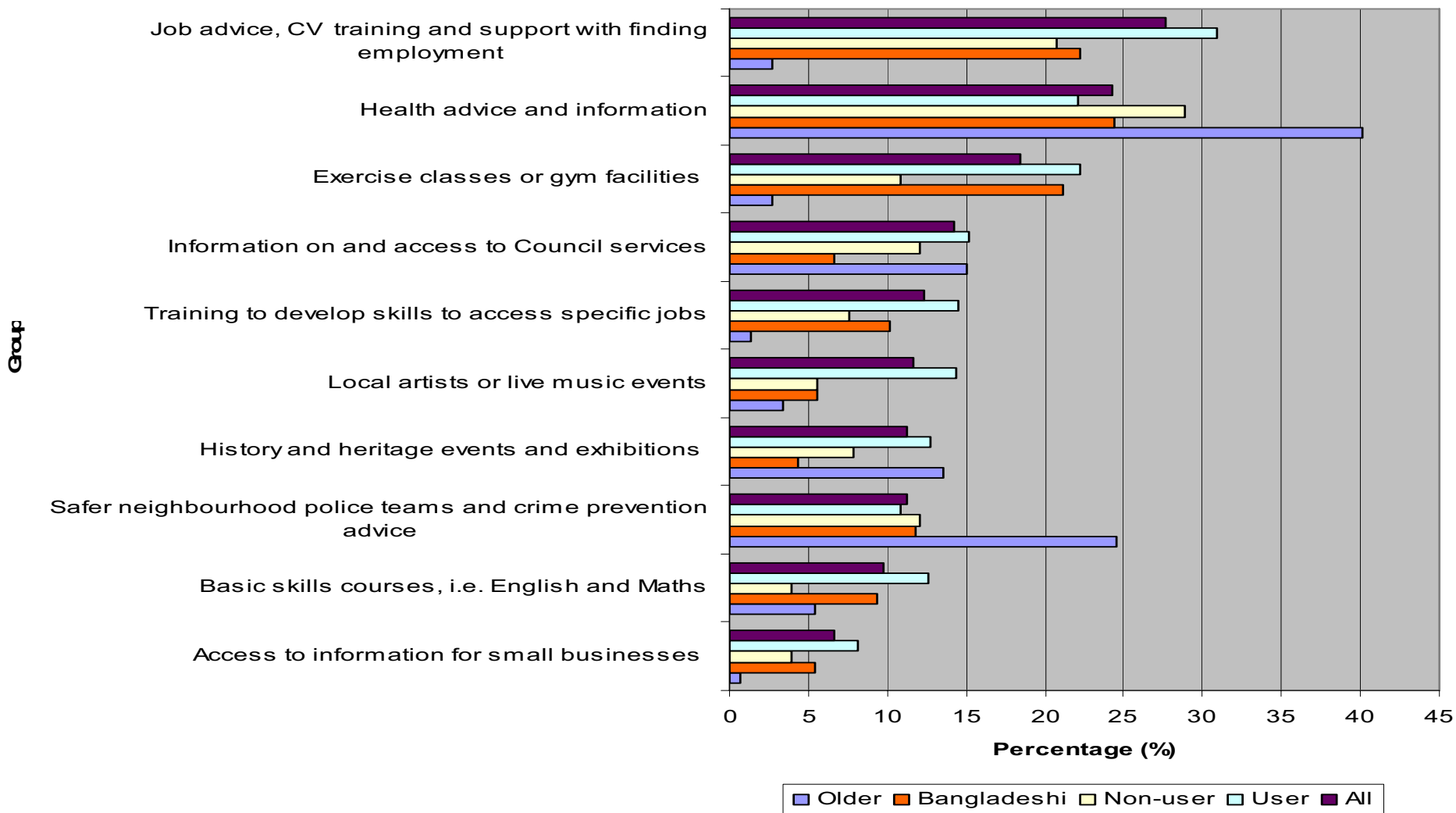
Based on all respondents

What would encourage you to use Idea Stores or Libraries (more often)?



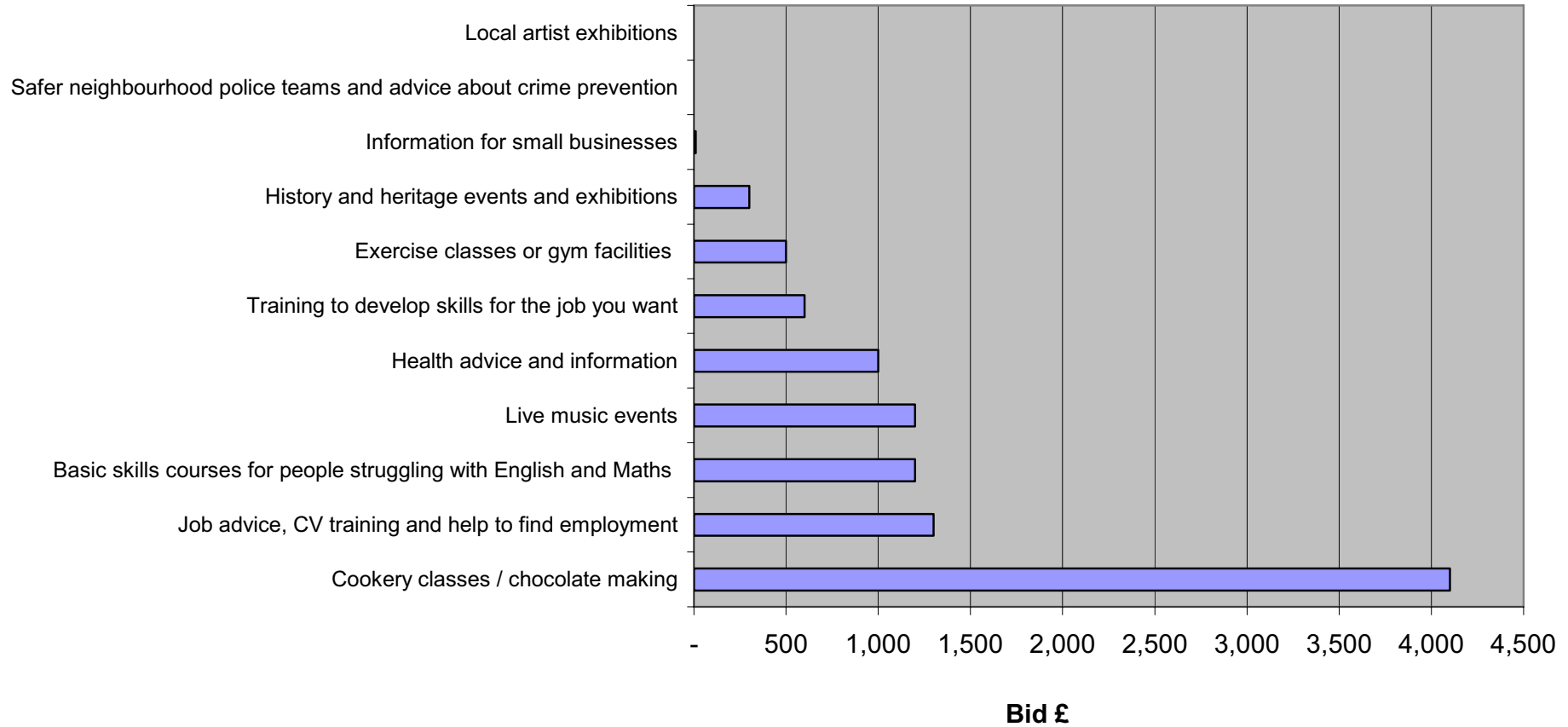
Based on all respondents

Future Services



Based on all respondents

In the future, what additional services would you most like to see in Idea Stores?



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Agenda Item 6.2

Committee: OVERVIEW AND SCRUTINY	Date: 1 September 2009	Classification: Unrestricted	Report No.	Agenda Item No. 6.2
Report of: Assistant Chief Executive Originating Officer(s): Amanda Thompson Team Leader, Democratic Services			Title: Cabinet Decision Called-in: Adoption of Street and Building Naming and Numbering Policy Wards: All	

1. SUMMARY

- 1.1 The attached report of the Corporate Director, Development and Renewal was considered by the Cabinet on 29 July 2009 and has been "Called In" by Councillors Tim Archer, Phil Briscoe, Rupert Eckhardt, Peter Golds, and Shirley Houghton 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.

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 - 29 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 policy and guidelines detailed in Appendices A and B to the report (CAB 021/090), be approved;
2. That regulations be made under Section 9 of the London Building Acts (Amendment) Act, 1939, as shown in Appendix C to the report (CAB 021/090), in relation to the setting up of street nameplates;
3. That regulations be made under Section 12 of the London Building Acts (Amendment) Act, 1939, as shown in Appendix D to the report (CAB 021/090), in relation to the marking of names and numbers on buildings; and
4. That the Corporate Director Development and Renewal be authorised to vary the guidelines as referred to in the introduction to Appendix B to the report (CAB 021/090) and also to modify the application of Regulations in Appendices C and D.

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:

'The guidelines refer to regulations that originate from the London Building (Amendment) Act 1939.

Since passage of this act there has been substantial redevelopment across the whole of the Borough, which has seen many streets and buildings renamed.

This has been undertaken within the spirit of the Act and has incorporated many traditional names associated with all parts of the Borough, and used historic and established naming and numbering procedures.

The proposals agreed by Cabinet are restrictive and go against long established naming and numbering procedures, for example, the proposed regulations would prevent the Town Hall from being in Clove Crescent.'

5. ALTERNATIVE COURSE OF ACTION PROPOSED:

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

'That Cabinet re-examine the restrictions and numbering processes, and use the common sense in naming and numbering which has prevailed since 1939.'

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.

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Committee: Cabinet	Date: 29 July 2009	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director - Development & Renewal			Title: Adoption of Street and Building Naming and Numbering Policy, Regulations and Guidelines	
Originating officer(s) Mike Windley – Team Leader Building Control			Wards affected: All	

1. SUMMARY OF THIS REPORT

- 1.1 To adopt formal Council policy and guidelines for use by officers when dealing with matters relating to the naming of streets and the naming and numbering of buildings and to introduce regulations relating to the style and manner in which street nameplates and numbers are displayed.

2. RECOMMENDATIONS

Cabinet is recommended to:-

- 2.1 Approve the policy and guidelines detailed in Appendices A and B;
- 2.2 Agree that regulations be made under Section 9 of the London Building Acts (Amendment) Act, 1939 as shown in Appendix C to the report in relation to the setting up of street nameplates;
- 2.3 Agree that regulations be made under section 12 of the London Building Acts (Amendment) Act, 1939 as shown in Appendix D to the report in relation to the marking of names and numbers on buildings; and
- 2.4 Authorise the Corporate Director Development and Renewal to vary the guidelines as referred to in the introduction to Appendix B to the report and also to modify the application of Regulations in Appendices C and D.

3. BACKGROUND

- 3.1 The Building Control Section (Directorate of Development and Renewal) has recently taken on the function of Street Naming and Numbering from the Highways Section (Directorate of Communities, Localities and Culture). This is to enable the integration of naming and numbering into the development process and to ensure that final addresses correlate with planning and building regulation applications and are properly notified to Core Data for entry into the Local and hence the National Land and Property Gazetteer
- 3.2 The relevant legislation is Part II of the London Building Acts (Amendment) Act 1939 and this is now included in the Directorate of Development and Renewal scheme of delegation.
- 3.3 Under Part II of the London Building Acts (Amendment) Act 1939, the Council is responsible for the naming and numbering of streets and buildings in its area. Proper street and building naming and numbering are essential for the efficient functioning of postal and emergency services as well as for the convenience and safety of the general public.
- 3.4 The guidelines are not statutory requirements. They comprise simple policy guidance intended to enable the Council to make lawful decisions which achieve the purpose of the Act, which is to enable the speedy identification of streets and buildings by the public, postal and emergency services. Broadly speaking, the guidelines seek to achieve this by recommending simple street and building names that are not duplicated and logical numbering systems.
- 3.5 After a name or number has been assigned in accordance with the above guidelines and implemented by order, regulations under Sections 9 and 12 of the Act then specify the manner in which the assigned names or numbers should be displayed.

4. GUIDELINES ON STREET AND BUILDING NAMING AND NUMBERING

4. 1 The proposed guidelines are shown in Appendix B.

5. REGULATIONS

5. 1 The Council is required to make regulations under Section 9 of the London Building Acts (Amendment) Act 1939 for the setting up of street names, etc. (see Appendix C). Regulations under Section 9 of the Act relate to setting up of names of streets, ways, places, rows of houses or blocks of buildings. The regulations have the added benefit of providing guidance and ensuring consistency where the Council does the work. The proposed regulations are shown in Appendix C and reflect the guidance contained in Department of Transport Circular 3/93: Street Nameplates and Numbering of Premises.

5. 2 The Council is required to make regulations under Section 12 of the London Building Acts (Amendment) Act 1939 for the marking of numbers and names of buildings. Regulations under Section 12 of the Act specify how buildings should be 'marked' with their names or numbers so that they are visible. Appendix D shows the regulations that it is proposed that the Council should adopt.

6. CONSULTATION

- 6.1 Consultation has been sought with the London Fire and Emergency Planning Authority (LFEPA), Post Office and Highways Section about the proposed guidance and regulations. The LFEPA have responded and the report amended to incorporate their comments. It is the function of the LFEPA's Pre-Determined Attendance (PDA) Section to act as liaison to all of the London Boroughs in respect of all street naming and numbering applications.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 The report seeks agreement to a number of policies and guidelines required to deliver effective Street Naming and Numbering in Tower Hamlets. This is a statutory function of the Council, and is key to ensuring property data across the Borough is robust. This is particularly important given actual and predicted growth occurring, or likely to occur within the Borough.
- 7.2 The cost of providing the service, estimated to be £60,000 per annum, will need to be contained within the Development Decisions budget of Development and Renewal.

8 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 8.1 The report proposes: (1) the making of regulations under sections 9 and 12 of the London Building Acts (Amendment) Act 1939; (2) adoption of a policy on street naming and numbering and guidance notes for street naming and numbering applications; and (3) delegation to the Corporate Director of the function of modifying the guidance notes and the regulations.
- 8.2 The report specifies what regulations under sections 9 and 12 of the 1939 Act may provide. Part II of the 1939 Act provides a scheme for naming and numbering streets and buildings of which the regulations form an important part. The Council is under an obligation to cause names and numbers to be set up and kept in accordance with the regulations. The Council may make orders for naming streets and buildings. Where orders have been made, the Council may issue notices to owners of blocks of buildings or to owners or occupiers of buildings requiring marking in accordance with the regulations. The making of the regulations in Appendices C and D will thus form a necessary and important part of fulfilling the Council's obligations under Part II of the 1939 Act.

8.3 Neither the proposed policy nor the proposed guidance notes are statutory requirements. It is understood that they are adopted for the sake of clarity and administrative consistency in the Council's exercise of its functions under Part II of the 1939 Act. These are legitimate reasons for adopting the policy and guidance notes, provided that they are not applied inflexibly. It is appropriately made clear on the face of the guidance notes that their application will depend on the circumstances of individual applications.

8.4 Cabinet has power to delegate the proposed functions to the Corporate Director by virtue of section 15(5) of the Local Government Act 2000.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 This report forms an integral part of a fundamental review of the street naming and numbering function since its adoption by Development and Renewal. In future it is intended that the function will act as the gateway for the supply of accurate and formally adopted address data to the Council's Land and Property Gazetteer enabling the services involved to act efficiently and effectively as one Council

10 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 None

11 RISK MANAGEMENT IMPLICATIONS

11.1 The adoption of this policy and guidelines and the making of regulations are intended to ensure a consistent approach to the naming and numbering process. Clear and accurate addressing and the display of street and building names and numbers will minimise the risk of residents and businesses not receiving post and of the emergency services being unable to locate a property in the event of a fire or other incident.

12 EFFICIENCY STATEMENT

12.1 Adopted policy and guidelines will enable customers to clearly understand the process and to make applications in a form that will maximise administrative and officer efficiency.

12.2 Regulations for the display of street nameplates and for the marking of names and numbers on buildings will ensure consistency and enable efficient enforcement in cases of non-conformity.

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

London Building Acts (Amendment) Act 1939 – Part II
Local Government Act 1985 Schedule 8 Section 14(1)(a)

Department of Transport Circular 3/93: Street Nameplates and Numbering of Premises.

Contact officer: Mike Windley (Building Control Team Leader)
mike.windley@towerhamlets.gov.uk 020 7364 5235

13 APPENDICES

Appendix A London Borough of Tower Hamlets Street Naming and Numbering Policy

Appendix B Street Naming and Numbering Applications – Guidance Notes

Appendix C Setting up of Names of Streets ~ Regulations made under Section 9 of the London Building Acts (Amendment) Act, 1939

Appendix D Numbering and Naming of Buildings ~ Regulations made under Section 12 of the London Building Acts (Amendment) Act, 1939

Appendix A

LONDON BOROUGH OF TOWER HAMLETS STREET AND BUILDING NAMING AND NUMBERING POLICY

1.0 Purpose

- 1.1 This policy document has been created to formalize the ad-hoc regulations and guidelines which have been in use for a number of years. It will provide clarity in property addressing for the postal and emergency services.
- 1.2 This Council has delegated to the Director of Development and Renewal the following powers in the matter of Street and Building Naming and Numbering: the power to vary the guidance notes on street naming and numbering applications; the power to modify the regulations relating to the setting up of names of streets; and the power to modify the regulations relating to the marking of numbers and names of buildings.

2.0 Street Naming and Numbering Applications

- 2.1 The street naming and numbering guidance notes are adopted as part of the Council's formal policy.

3.0 Renaming of Streets

- 3.1 This section should be read in conjunction with the Regulations made under s.9 of the 1939 Act.
- 3.2 The renaming of an existing street is carried out only after notifying the owner(s) and the resident(s) involved in accordance with s.6 of the 1939 Act. Notices are also posted in the street allowing 28 days for objections to be raised.
- 3.3 The renaming of existing streets is only considered:
 - 3.3.1 If the existing name is causing confusion and/or delay in its location e.g. it is similar to another street name.
 - 3.3.2 If the layout of the street is changed e.g. if it becomes two streets or another street will bisect it.
- 3.4 This Authority has no legal obligation to reimburse owners/occupiers of buildings/properties in which the street is officially renamed.

4.0 Naming of Existing Unnamed Streets

- 4.1 The procedure for the naming of an existing street is similar to naming new or renaming existing streets.
- 4.2 The naming of an existing street is considered:

4.2.1 If the lack of a name is causing delay in its location. This can be a problem even though there are no properties addressed in the street.

4.2.2 If there is difficulty in the location of properties which are using the nearest named street as their address. These can be private access roads.

5.0 Displaying Street Names (Nameplates)

5.1 This section should be read in conjunction with the Regulations made under s.9 of the 1939 Act.

5.2 It is the responsibility of the Local Authority to display street nameplates on roads which are maintainable by the Local Authority (adopted highways).

5.3 It is the responsibility of the owner, developer or the occupiers of private roads to have street nameplates erected and maintained.

5.4 If it is brought to the attention of the Local Authority that a street nameplate in a private road is not displayed this Authority shall give 21 days Notice to the owners/occupiers of the road to display the correct name.

5.5 Where the Notice is not complied with this Authority shall give 14 days notice that it will cause the nameplates to be displayed on the private road, in default, and recover the expenses from the owners or occupiers of the road, in accordance with s.15(2) of the 1939 Act.

5.6 This Authority may also issue proceedings for the recovery of a fine, in accordance with s.15 (1) of the 1939 Act.

6.0 Renaming and Renumbering of Buildings

6.1 This section should be read in conjunction with the Regulations made under s.12 of the 1939 Act.

6.2 The renaming and renumbering of buildings is only carried out in exceptional circumstances pursuant to the Local Authority's powers as set out in s.11 of the 1939 Act. In particular:-

6.2.1 If there is no possibility of using suffixes A, B, etc. to the buildings or illogical or misleading numbering is in use

6.2.2 If the quantity of numbers and letters needed for the new properties in an existing street are considered likely to lead to confusion in their location, and/or likely to cause a delay/ inconvenience in executing a public service, it may be necessary to renumber some or all of the existing properties in the area. This is provided for under s.11 of the 1939 Act.

- 6.3 Where a building has been renumbered, it is an offence not to display the lawfully assigned number on the building and the Local Authority may undertake the remedial works in default and recover the associated expenses from the owner.
- 6.4 The owner of a building which requires renaming or renumbering will be notified in accordance with s.11 of the 1939 Act prior to an official order being issued.
- 6.5 This Authority has no legal obligation to reimburse owners/occupiers of buildings/properties which are officially renamed or renumbered.

7.0 Displaying of Property\Building Names and Numbers

- 7.1 This section should be read in conjunction with the Regulations made under s.12 of the 1939 Act.
- 7.2 The owner or occupier of a property shall **affix** and **maintain** a lawfully assigned number to distinguish a particular property in a street. The position of individual house names is the choice of the owner/occupier but the property/street number **must** be displayed in conjunction with any pre-existing name.
- 7.3 If the owner/ occupier fails to display a name and/or number lawfully assigned, and there is a possibility of a delay in locating the building or it is causing inconvenience to other residents, this Authority shall give 21 days Notice to the owner/occupier of the property to display the correct number/name.
- 7.4 Where the Notice is not complied with this Authority shall give a further 14 days notice that it will cause the name or number to be displayed on the building in default and recover the expenses from the owner or occupier of the building.

8.0 Streets with No Existing Property Numbering

- 8.1 It is intended to assign property/street numbers to all properties covered by the descriptions above, where there is no existing numbering system within the street.

9.0 Enforcement of Street Naming and Numbering Policy and Associated Regulations

- 9.1 This Local Authority is under a duty to **cause** a lawfully assigned name/ number to be displayed. This duty includes the power to **remove** any name or number which differs to that lawfully assigned.

- 9.2 If a lawfully assigned name/ number is “destroyed, pulled down, defaced, obliterated or obscured” the Local Authority will give the owner/ occupier 7 days to restore the name/number before it will **cause** it to be displayed. The expenses in doing so will then be recoverable under s.15(2) of the 1939 Act.
- 9.3 In addition to this Authority’s power to recover expenses for works undertaken in default, it may also issue legal proceedings for the recovery of a fine, under s.15(1).

Appendix B

Street Naming and Numbering Applications – Guidance Notes

Please read these notes carefully before making an application to name and number an existing or new building. The Council reserves the right to vary the specific rules depending on circumstances of individual applications.

1. General Information about Street Naming and Numbering

Tower Hamlets Council has responsibility for assigning names to streets and buildings and numbers to buildings in the Borough, under powers granted by the following Acts of Parliament:

- London Building Acts (Amendment) Act 1939 – Part II
- Local Government Act 1985 Schedule 8 Section 14 (1) (a)

These powers give the Council the sole right to:

- Name new streets and footpaths (Parks are excluded)
- Name new buildings (licensed premises and theatres are excluded)
- Rename existing streets and buildings
- Decide on numbering and renumbering of buildings (licensed premises and theatres are included).

The name or number will be officially assigned when the Council issues an Order. The document becomes part of the legal description of the property. A copy of the Order will be sent to the owners of the properties concerned and this document should be attached to the Title Deeds of the property.

In addition, the Council sends regular updates to various organizations (including the Royal Mail and the Emergency Services) to keep them informed of any new or amended addresses in Tower Hamlets. This informs these organizations to update their records to include new addresses. It is important to follow this process to ensure that the Royal Mail database includes the new addresses before the new properties are occupied by informing the Street Naming and Numbering Officer of the date when occupation will begin. The Street Naming and Numbering Officer will then instruct the Royal Mail to activate your new postcode. This will minimize the

risk of problems that can occur if the address is not recognized by organizations such as credit rating agencies, utility companies, couriers and others.

Please note that the Council has the responsibility for addressing all addressable units contained within a property. An addressable unit is any unit in a property that will become an official or a postal address for example, **Flat 1, 88 America Way, London, E1 1xx**. Since **Flat 1** will form part of the official and postal address the Council is responsible for addressing it.

- You must complete an application form every time you need to apply for a new name or number for buildings or streets within Tower Hamlets. Please submit an application form as soon as construction works starts on the new street or building. If you have any questions about the application form or would like additional copies, please contact, **Street Naming and Numbering Officer on 020 7364 5009**.
- You must include a site plan and internal layout plans showing the plot numbers with each application indicating the location of the streets or buildings affected by the naming or numbering application. The plan should show the main external entrance to each property, clearly marked in a different colour to the rest of the plan.
- You must also include a schedule preferably in spreadsheet format indicating which flats or addressable units are on what level as well as their plot numbers.
- Please note that no application will be considered without the written consent of the freeholders affected by the change of address.
- If all necessary information is provided with the application, an Order for numbering applications will usually be issued within seven weeks of receipt of the application by the Naming and Numbering Officer. Please note that larger scale developments may take longer to process.

2. The following types of naming and numbering are not the responsibility of the Council

- Naming for licensed premises, theatres and parks
- There is no requirement to apply to name a private dwelling house in single occupancy where it has already been allocated an official number, but that official number must always be included in the address or description of that property. Any name may be given at the discretion of the property owner or occupier in single occupancy provided that it does not give any unreasonable offence to any other party. The Council will only take an interest in such cases if

we become aware that the name is causing difficulties for organizations such as the Fire Brigade, the Royal Mail etc.

- Private garages and similar buildings used only for storing cars, etc, will not be numbered.

3. Numbering of Buildings

The Council's responsibility extends to all numbering or renumbering cases where external entrances are involved and where additional internal addressable units have been added to a property. For example, when a house is converted into flats with separate external and internal entrance doors, the owner must apply to the Council to have external street numbers and internal door numbers officially assigned.

The Naming and Numbering Officer will consider the location and means of access to each external entrance, using the information on the application form and the plan provided by the applicant. Any numbering scheme suggested by the applicant will be considered, however the principles developed by the Council with the Royal Mail and the Fire Brigade will always take preference. In particular, please note the following points:

- Each self-contained property with a separate external door (flats, offices, shops or any other) will be allocated its own distinguishing number.
- The property number may include a letter suffix where properties have been subdivided (e.g. if number 3 is divided into two flats with separate external doors, the new flats would usually be numbered 3 and 3A).
- If several properties share an external door, the Council will assign an official number to this door as well as the internal properties as well.
- New residential buildings will be allocated one sequential number within the road. Flats should be numbered internally from number 1 upwards using all numbers. (e.g., Flat 2, 13 Smith Street, not Flat A, 13 Smith Street and not 13A Smith Street which might already be used by an adjoining infill building.).
- Internal numbering begins with the first property to the left of the main entrance and continues in a clockwise direction. This process continues on subsequent levels from the first property to the left of the main access point for that level.
- There will be no sanction given to the avoidance of any numbers e.g. 13, and a proper sequence shall be maintained.

- In buildings of a sufficient size, numbers may be incremented by 100 per level where this helps with identification.
- The use of numbers followed by letters is permitted. These are needed, for instance, when one large old house in a road is demolished and replaced by (say) four smaller houses. To include the new houses in the numbering sequence would involve renumbering all the higher numbering houses on that road. If a considerable number of other houses would be affected, then to avoid this, each new house should be given the number of the old house with either A, B, C or D added.
- No numbers are to be used within the name of a building or street (**for e.g. Number Ten Street or Club 77 House**).
- A named building may not have more than one number in one street.
- The address of a property depends on the location of the external entrance door. This means that some properties in the same building are sometimes addressed into different streets. If, for example, as a result of development work, one or more entrance doors to new sections of an existing building are on a different street, the new entrance will be assigned an address on the street where its entrance is located, regardless of any address used by the existing building.

While we realise that the above conditions can be restrictive, our Policy is intended to create logical addressing that provides clear and swift identification without ambiguity or confusion especially in the event of an emergency situation.

4. Naming of Streets and buildings

Tower Hamlets Council has the sole right to decide on names for new streets and buildings in the Borough provided that all interested parties are given 28 days in which to register an objection (this consultation period is described below) and that any objections are fairly considered. Although it happens rarely, you should be aware that the Council may assign by Order, any name that it thinks fit, to any street or building, whether or not a name already exists for the street or building concerned.

An Order for naming applications will usually be issued around seven weeks after names that meet the Council guidelines, are submitted to the Naming and Numbering Officer. This timescale assumes that no objections are received during the consultation period. Larger scale developments may take longer to process.

5. Rules for Naming Streets or Buildings in Tower Hamlets

5.1 Avoidance of Duplicate Names

This is one of the most important rules that apply to new street and building names. New street names must not duplicate any similar name already in use in the borough or neighbouring boroughs. A variation in the suffix, e.g., 'street', 'road', 'avenue', etc., should not be accepted as sufficient reason to duplicate a name. New building names must not duplicate any similar name already in use in the same postal district or in close proximity in a neighbouring postal district. The main reason for the rule on duplication is to help prevent confusion for emergency services when responding to 999 calls. The London Fire Brigade will object to any names that breach this rule and Tower Hamlets is unlikely to assign a name if an objection has been received from the Emergency Services.

To avoid delay, you should ask the Naming and Numbering Officer to check whether a name is duplicated **before** submitting your full application.

5.2 Subsidiary Names

Subsidiary names, such as a row of buildings within an already named road being called '.....Terrace/Parade', should only be used in roads of short length.

5.3 Acceptable Second Words ('suffixes')

The London Fire Brigade's policy guidelines set out a number of rules that apply for the second word that can usually be used after the name of a new street or building.

Streets

Suffix:	Reason for use:
Road	for any thoroughfare
Street	for any thoroughfare
Way	for major roads
Avenue	for residential roads
Drive	for residential roads
Grove	for residential roads
Lane	for residential roads
Gardens	subject to there being no confusion with any local open space
Place	subject to there being no confusion with any local open space

Crescent	for a crescent shaped road
Close	for a cul de sac only
Square	for a square only
Hill	for a hillside road only
Circus	for a large roundabout
Mews	provided it does not repeat the name of the road from which access is gained
Vale	for residential roads. Only for exceptional circumstances
Rise/Row	for residential roads. Only for exceptional circumstances
Mead/Wharf	for residential roads. Only for exceptional circumstances

Non acceptable suffixes for Streets:

End, Court, Cross, Side, View, Walk, Park, Meadow, Gate or Common. All of these words can be incorporated in a Street Name provided it is terminated with an appropriate suffix (e.g. Mile End Road).

Pedestrian Ways

All new pedestrian ways to end in the following suffixes: Walk, Path or Way.

Buildings

- All new building names should end in one of the following suffixes: House, Court, Lodge, Apartments, Mansions (residential only), Point (high block residential), Tower/Heights (high blocks offices or residential).

The list above is not exhaustive, so please contact the Naming and Numbering Officer if you would like to use a different word in your street or building name.

5.4 Other Street Naming and Numbering rules

- Names should be kept reasonably short, easy to spell and easy to remember
- Names should not be facetious or derogatory
- No street or building name should start with 'The'
- For private houses, the building name cannot repeat the name of the road or any house or building in the area.

- The full names of living persons shall not be used without that person's written consent. Names of persons recently deceased shall only be considered if accompanied by the written permission of a close relative.
- The use of North, East, South or West (as in Alfred Road South) is only acceptable where the road is continuous and passes over a major junction. It is not acceptable when the road is two separate parts with no vehicular access between the two. In such a case, one half should be completely renamed.
- A new street should be numbered with even numbers on one side and odd numbers on the other, except for a Cul-de-sac where consecutive numbering in a clockwise direction is preferred.
- The Council is not liable for any claims for compensation arising directly or indirectly from the naming of streets, re-naming of streets, numbering or re-numbering of properties.
- The property developer should not give any postal addresses, including the postcode, to potential occupiers, either directly or indirectly (for example via solicitors or estate agents) before formal approval has been issued by the Council. The Council will not be liable for any costs or damages caused by failure to comply with this.

5.5 Historical Connections

If you are experiencing difficulty in deciding upon suitable names, you may wish to consider any historical connections with the area in which the new street or building is located. The connection could be the name of a notable person who was born or lived in the area or could include words connected with how the land was used in the past. The connection should be with Tower Hamlets itself, rather than with neighbouring boroughs, although exceptions may be made near to the Borough boundary.

You may wish to use the Tower Hamlets Local History Library to research potential names. The resources available at the library cover all aspects of history of the Borough.

Tower Hamlets Local History Library
 277 Bancroft Road
 London
 E1 4DQ
 Phone: 020 7364 1290
 Fax: 020 7364 1292
 Email: localhistory@towerhamlets.gov.uk

5.6 Consultation Period

The Council has the sole right to decide on a name provided that we give interested parties one calendar month in which to register an objection and that any objections received are fairly considered. We start the consultation process when we have received one, or preferably several proposed street or building names that fit the criteria set out in the guidelines above.

To minimize the risk that names are rejected at this stage, we advise you to contact the Street Naming and Numbering Officer before submitting the application form to check for any obvious reasons why the name might be rejected.

To ensure that local residents and other interested parties have an opportunity to raise objections to any suggested name, at least one calendar month before the order is issued we consult with the emergency services, the Royal Mail and the applicant and where warranted post notices on the street or streets near the site.

6. Signage and Nameplates for Streets and Buildings,

If no objections are upheld within the prescribed period (for naming applications) and the final name and/or numbering has been agreed with the applicant, the Council will then issue an Order officially assigning the names to streets and buildings and the numbers to buildings. It is the owner's responsibility to ensure that buildings and streets have appropriate signage describing the new name and/or number.

The Council has a specific standard for street nameplates (see attached Standard Street Name Plates document). In order to make sure your street sign or name plate conforms to this standard, you must contact the Councils **Highways Asset Management** team to get approval for your street nameplate even if the street is not an adopted public highway or footway. **Please note that you are not allowed to put up street signs or nameplates on publicly adopted highway or footway under any circumstance.** If your development has led to the naming or renaming of a publicly adopted highway or footway, you must contact the Councils **Highway Asset Manager** about any street signs or street nameplate changes.

Highways Asset Management
4th Floor, Anchorage House
PO Box 55739
London, E14 1BY
Tel: 020 7364 6691
Fax: 020 7364 6885
Email: gary.branton@towerhamlets.gov.uk

7. Postcodes

Prior to the formal Order being issued, the Council forwards a copy of the draft Order to the Royal Mail for them to assign postcodes to any new addresses. Once returned the Council includes the postcodes in the formal order which is sent to the applicant and kept as records.

As a matter of policy, the Royal Mail does not publish on its website addresses that are not completed and/or occupied. This means that in certain cases addresses that have been agreed with the Council may not, for a while, be visible to anyone using the website to validate an address for purposes such as providing goods or services related to that address or its owner. You should inform the Street Naming and Numbering Officer of the date when occupation will begin. The Street Naming and Numbering Officer will then instruct the Royal Mail to activate your new postcode. This will minimize the risk of problems that can occur if the address is not recognized by organizations such as credit rating agencies, utility companies, couriers and others.

As stated in the introduction, Royal Mail will not accept a new address or change of address intelligence from anybody other than the Council's Street Naming and Numbering department. **Please do not assume a development will have the same Post Code as the surrounding or existing properties.**

8. Land and Property and Street Gazetteers

All Local Authorities (which have the responsibility of Street Naming and Numbering) maintain a Local Land and Property Gazetteer (LLPG) and a Local Street Gazetteer (LSG) and send regular updates to the National Land and Property Gazetteer (NLPG), and National Street Gazetteer (NSG). These systems contain all the addresses and streets within an Authority. They are maintained locally to ensure all information is up-to-date. All information we ask you to provide will be related to properties and streets, and is to ensure the accuracy of our LLPG and LSG and consequentially the NLPG and NSG. For further information about this initiative please visit the NLPG and NSG websites at <http://www.nlpg.org.uk> and <http://www.thensg.org.uk>

9. Contact Details

If you have any questions about any of the information in this document or on the application form, please contact:

Street Naming and Numbering Officer
Building Control
Development and Renewal
Mulberry Place
PO Box 55739
5 Clove Crescent
London E14 1BY
Tel: 020 7364 5009
Fax: 020 7364 5265
email: streetnamingandnumbering@towerhamlets.gov.uk

Appendix C

SETTING UP OF NAMES OF STREETS

Regulations made by The London Borough of Tower Hamlets
relating to the setting up of names of street etc. under section 9 of the
London Building Acts (Amendment) Act, 1939

- 1) Street name plates should be fixed as near as possible to street corners, so as to be easily readable by drivers as well as pedestrians. The name plate should normally be within 3 metres of the intersection of the kerb lines, but where this is not practicable the distance may be varied up to a maximum of 6 meters.
- 2) Street name plates should be mounted so that the lower edge of the plate is approximately 1 metre above the ground at sites where they are unlikely to be obscured by pedestrians or vehicles and at approximately 2.5 metres where obscuration is a problem. They should never be lower than 0.6 metres or higher than 3.6 metres.
- 3) Name plates should normally be fixed at each street corner. At minor crossroads, particularly in residential areas, one plate on each side of the street positioned on the offside of traffic emerging from the road may be sufficient, except where the road name changes or where it is thought that paragraph 8 would apply. At major crossroads, name plates will be necessary on both sides of each arm.
- 4) At T-junctions a main street name plate should be placed directly opposite the traffic approaching from the side road.
- 5) Where the street name changes at a point other than a cross-roads both names should be displayed at the point of change and many local authorities have found it useful to include arrows to indicate clearly to which parts of the street the names refer.
- 6) On straight lengths of road without intersections name plates should be repeated at reasonable intervals with priority given to such places as bus and railway stations and opposite entrances to well frequented sites such as car parks.
- 7) Where two streets branch off obliquely from a common junction with a third street, plates on fingerpost mountings can be useful, provided they do not obscure any traffic sign.
- 8) Where it might reasonably be expected, for example at intervals on long straight lengths of road or at intersections or T-junctions, many local authorities have found it useful to incorporate on the name plate information indicating the street numbers on either side of the intersection.

- 9) Whenever practical, street name plates should be mounted on walls, buildings or other boundary structures at the back edge of the footway. Post mounting or finger mounting should only be used where normal mounting does not make the plate conspicuous (e.g. where an important side road has a narrow entrance or in the exceptional circumstances mentioned in para 7 above or where it will frequently be obscured by pedestrian movement and cannot be mounted at the 2.5 metre height).
- 10) The name plates should be so fixed that there is a clear space of at least 300mm in every direction between them and any notices, advertisements or other printed or written matter (where possible greater clearance should be provided). Nor should they be incorporated in other direction sign assemblies, but be kept distinct and mounted in as standardised a manner as possible. Care should be taken to keep the view of name plates free from obstruction by trees and other growth.
- 11) Where possible, name plates should be fixed so that they will be illuminated by light from street lamps, especially at important junctions, provided they remain visible to vehicles on the main carriageway.
- 12) The layout of the street name should be in accordance with Highways Section street design guide, example shown below:-

Appendix D

NUMBERING AND NAMING OF BUILDINGS

Regulations made by The London Borough of Tower Hamlets
relating to the marking of numbers and names of buildings under section 12 of the
London Building Acts (Amendment) Act, 1939

- 1) Every number or name, or number and name, of any building in any street, way, place, row of houses or block of buildings within the London Borough of Tower Hamlets shall be marked;
 - a. On the building, the entrance gate, boundary wall or fence immediately adjacent to the gate or entrance of such building, or such other position as to be clearly visible from the street or way in which the building is situate.
 - b. With numerals or lettering of such colour as to contrast with the background against which they are displayed.
 - c. With numerals or lettering of sufficient size to render them clearly visible from the street or way in which the building is situated. (62.5mm high is generally recommended as being adequate for this purpose).
 - d. In durable, non-absorbent material, which expression shall be deemed to include paint.
- 2) Where the number and/or name is marked on the building to which it relates, such number and/or name, shall generally, be not more than 6 metres above the level of the ground.
- 3) Where the number and/or name is marked in a position other than on the building to which it relates, such number and/or name shall generally not be more than 2.5 metres or less than 0.75 metres above the level of the ground.
- 4) The numerals of which any number is composed shall be Arabic in character.

Agenda Item 6.3

Committee: OVERVIEW AND SCRUTINY	Date: 1 September 2009	Classification: Unrestricted	Report No.	Agenda Item No. 6.3
Report of: Assistant Chief Executive Originating Officer(s): Amanda Thompson Team Leader, Democratic Services			Title: Cabinet Decision Called-in: Proposed Acquisition of Leasehold Interest at 585-593 Commercial Road, E1 and Temporary Relocation of Leven Road Car Pound Wards: East India and Lansbury St Dunstons and Stepney Green	

1. SUMMARY

- 1.1 The attached joint report of the Corporate Director, Development and Renewal and Corporate Director Communities Localities and Culture was considered by the Cabinet on 29 July 2009 and has been "Called In" by Councillors Tim Archer, Rupert Eckhardt, Peter Golds, Shirley Houghton 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.

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 - 29 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 proposal to acquire the leasehold interest in the site at 585 – 593 Commercial Road, E1, as identified on the plan attached at Appendix 1 to the report (CAB 022/090), for a consideration set out in the exempt part of the report (CAB 033/090) in full and final settlement, be approved;
2. That the temporary relocation of the Authority's current car pound from Leven Road, E14, as identified on the plan attached at Appendix 2 to the report (CAB 022/090), to 585-593 Commercial Road, E1 at a cost specified in the exempt part of the report (CAB 033/090), be agreed;
3. That the Corporate Director Communities Localities and Culture be authorised to finalise and agree any necessary terms to ensure the Authority is able to successfully vacate the current car pound at Leven Road and relocate the Service to Commercial Road;
4. That the capital estimate for acquiring the leasehold interest in the site to which it is proposed that the car pound be temporarily relocated, for the amount referred to in the exempt part of the report (CAB 033/090), be adopted; and
5. That Prudential Borrowing be used to fund the acquisition, referred to in Resolution 4. above and the associated costs.

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:

'The Council is planning to borrow substantial sums in order to purchase the lease of this 1.5 acre site. The proposal is that this site should then be used at the Borough's car pound where vehicles that have been towed away should be stored'.

5. ALTERNATIVE COURSE OF ACTION PROPOSED:

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

'The Borough should be towing away fewer cars and should consider issuing tickets instead to enforce parking restrictions.

The site at 585-593 Commercial Road should be purchased by the Council and new homes for residents on the housing waiting list should be built there instead.

An alternative site should be found for the Borough's car pound'.

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.

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Committee: Cabinet	Date: 29 July 2009	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director Communities Localities and Culture Corporate Director Development & Renewal Originating officer: Bryan Jones / Toks Osibogun		Title: Proposed acquisition of leasehold interest at 585-593 Commercial Road, E1 and temporary relocation of Leven Road car pound Wards Affected: East India and Lansbury St Dunstons and Stepney Green		

1 SUMMARY

- 1.1 This report recommends the acquisition of the tenant's leasehold interest in 585-593 Commercial Road, E1 and on a temporary basis the relocation of the Councils existing car pound at Leven Road, E14 thereto.

2 RECOMMENDATION

Cabinet is recommended to:

- 2.1 Approve the proposal to acquire the leasehold interest in the site at 585 – 593 Commercial Road, E1, as identified on the plan attached in the appendix 1, for a consideration set out in the exempt part of this report in full and final settlement;
- 2.2 Agree to the temporary relocation of the Authorities current car pound from Leven Road, E14, as identified on the plan attached at appendix 2, to 585-593 Commercial Road, E1 at a cost specified in the exempt part of this report;
- 2.3 Authorise the Corporate Director Communities Localities and Culture to finalise and agree any necessary terms to ensure the Authority is able to successfully vacate the current car pound at Leven Road and relocate the Service to Commercial Road;
- 2.4 Adopt the capital estimate for acquiring the leasehold interest in the site to which it is proposed that the car pound be relocated, temporarily, for the amount referred to in the exempt part of the report;

- 2.5 Agree that Prudential Borrowing is used to fund the acquisition, as referred to in 2.4 above, and the associated costs;

Local Government Act, 2000 (Section 97)
List of "Background Papers" used in the preparation of this report

3 BACKGROUND

- 3.1 The Council owns the freehold of 585-593 Commercial Road, E1. The site is held under a long lease in favour of the tenant and the lease has 41 years unexpired.
- 3.2 The site at 585-593 Commercial Road extends to some 1.5 acres comprising land and buildings and is located on the north side of Commercial Road at its junction with Belgrave Street and Bromley Street close to Limehouse DLR station. The site is shown verged black on the plan attached as appendix 1 of this report.
- 3.3 The tenant is attempting to dispose of its leasehold interest and marketed the site late last year. This exercise resulted in the tenant receiving conditional offers all predicated on acquiring the Council's freehold interest.
- 3.4 The Commercial Road site is considered to have strategic value and bearing in mind the state of the current commercial property market it was considered a unique opportunity to engage the tenant and seek to acquire its leasehold interest in the site.
- 3.5 In being able to negotiate reasonable terms with the tenant to take vacant possession of the site. Officers were of the view that the property could be put to a number of uses.
- 3.6 Currently the Commercial Road site is used as a new and used car show room with associated car parking. In the early part of 2009 the tenant attempted to dispose of its leasehold interest on the open market. In response to the marketing campaign undertaken by the tenant a range of offers were received, however all offers received were conditional upon the purchaser being able to acquire the Council's freehold interest.
- 3.7 Following a planning feasibility report undertaken by officers it was considered the site had considerable redevelopment potential for a mix of uses including different tenures of housing, business space and retail, subject to planning permission.

4.0 The car pound, Leven Road, E14

- 4.1 The Council currently operates a car pound from Leven Road that is used to store abandoned vehicles and vehicles which are removed from the streets and Housing Estates within Tower Hamlets. The site is shown verged black on the attached plan at Appendix 2.
- 4.2 The site measures approximately 2.5 acres and is held under two leases by the Council. The Council in turn sub-lets 1.0 acre to London Borough of Hackney who also operate a car pound from the site.
- 4.3 The site is used to store abandoned vehicles and vehicles left in contravention of parking regulations on the highway or parking conditions on housing estates. If a vehicle is stored at the car pound, the owner is able to retrieve the vehicle subject to proving ownership and full settlement of release fees owed.
- 4.4 It would not be possible for the Council to carry out these activities without a secure car pound. There is no legal obligation for the Council to remove vehicles parked in infringement of the parking regulations, but this is nevertheless particularly effective in responding to “persistent evaders” and dealing with vehicles left on housing estates. Section 3 of the Refuse Disposal (Amenity) Act 1978 places an obligation on the Council to remove vehicles abandoned on the highway.
- 4.5 The Council leases the site from a landlord who in turn leases the site from the freeholder.
- 4.6 The Council’s leases in respect of its occupation of the site expired on 31st March 2008 and as a first step in endeavouring to renew the Council’s lease, the landlord has proposed an initial rent figure which is considered excessive and not representative of the market rent for the site. The landlord has made a revised rental offer and together with the proposed terms of a new lease the proposal remains onerous for the Council.
- 4.7 Additionally it is understood the freeholder is contemplating a redevelopment of the site in the very near future and Officers are also aware that there is a proposal to introduce a linear park connecting East India Dock Basin to Bow Lock and beyond to the Olympic Park. Both aspects have potential operational and financial implications to the Council.
- 4.8 On the assumption the Fat Walk will go ahead it is likely that part of the site will be lost. The precise details of any land take are not known at this stage but it may mean that the car pound will need to operate from a much smaller site, which will also require the car pound to be significantly re-configured.

- 4.9 Whilst it is expected that any land take by the developer for the purposes of the Fat Walk will be agreed by way of a negotiated settlement with the Council, the developer is ultimately proposing to use its compulsory purchase powers, if necessary, in the absence of such agreement.
- 4.10 The Council would be entitled to compensation from the developer. However as the proposed land take is not yet known at this stage, it is not possible to estimate the likely level of compensation.
- 4.11 In view of the facts above it is quite possible that the Car Pound will need to be relocated at some point in the very near future.
- 4.12 It is noted that 12 months notice would be offered to the Council if we are required to move, however this must be viewed as inadequate time to source and secure an alternative location. It would also need to be borne in mind that within this time the site would need to be made operational to avoid any disruption to service.
- 4.13 With the foregoing in mind, officers consider it appropriate to purchase the Commercial Road site and relocate the car pound site on a temporary basis whilst officers start to progress options on future use of the acquired site.
- 4.14 Ideally the Parking Service would seek to relocate the car pound to a site offering good security of tenure so that set up costs can be defrayed over a long period and which would allow for long term service planning. However it is a fact that pressure on land in London is always going to militate against this and, while this is the ideal, it is more likely for a car pound to be temporarily located on land identified for future redevelopment (as is the case at Leven Road).
- 4.15 Public access to Leven Road (for the collection of removed vehicles) is poor because of its location, and would be greatly improved at 585-593 Commercial Road. In addition, with the Commercial Road site in the sole ownership of the Council, the risks of disruption to service or having to vacate at short notice would be greatly reduced and/or dealt with on the basis of what provided the greatest overall benefit to the Council and people of Tower Hamlets.

5.0 CURRENT POSITION

- 5.1 Council officers, subject to Cabinet approval, have agreed with the tenant at 585-593 Commercial Road to acquire the tenant's leasehold interest on terms that are set out on the exempt part of the agenda.

- 5.2 The proposed acquisition is considered a unique position by the Council to take control of a site that will potentially give the Council scope to regenerate that part of the Borough or put the site to a significant operational use.
- 5.3 In addition to this, negotiations for a new lease for the car pound at Leven Road are continuing, however the landlord is proposing terms that are considered unreasonable by officers. Moreover the prospect of development of the site in the future takes away any degree of control of the Leven Road site and the proposal of the "Fat Walk" could adversely impact the Council's ability to properly utilise the site.
- 5.4 In view of the uncertainty associated with the existing site, the option to secure the vacant possession of the Commercial Road site and allow temporary use of the site by the car pound provides a viable short to medium term solution.
- 5.5 The location of this site is considered accessible for staff and residents. The site is well connected and in close proximity to several main road bus stations and Limehouse DLR and C2C stations.
- 5.6 The Commercial Road site meets the Council's requirements for a car pound and it is estimated that the site could easily accommodate 125 vehicles and more.
- 5.7 As currently laid out, the Commercial Road site is ideally suited for temporary car storage use and it is understood that that planning consent, should be forthcoming subject to a formal application.

6.0 OUTLINE BUSINESS CASE

- 6.1 The business case sets out the rationale for the proposal to secure vacant possession of the site at 585-593 Commercial Road. The details of this aspect are the subject of a further report on the exempt part of the agenda.
- 6.3 The freehold interest in the site is owned by the Council and the acquisition will provide the Council with a number of options on future use of the site. Some of the benefits are as follows:
- The Council will control a strategically important site with opportunities for future regeneration of the area.
 - The site has potential to be put to significant future operational use(s)
 - A site from which the car pound can operate albeit on a temporary basis but nevertheless with greater security of tenure/less potential disruption than now appears to be the case at Leven Road.
- 6.4 Due to the current state of the commercial property market, the Council is now in a favourable position to purchase the lease.
- 6.5 In order to fund the purchase of the lease and associated costs, it is considered that use of Prudential Borrowing is appropriate.
- 6.6 The proposal provides the Council a regeneration site with significant development potential and in the short term a solution for the provision of a car pound.

7.0 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 The ongoing negotiations to purchase the leasehold interest in the property are commercially sensitive and consequently these comments concentrate on the principles of the proposal rather than the detailed costings which are set out in the corresponding report on the exempt party of the agenda.
- 7.2 The report proposes that the Council:
- Vacates the Leven Road car pound which is currently jointly occupied by the London Borough of Hackney.
 - Purchases the leasehold interest in 585-593 Commercial Road and temporarily relocates the car pound operations to this site. The arrangement with Hackney will be terminated at this time.

- Finances the capital costs associated with the relocation by prudentially borrowing and funding the annual debt charges by budgetary savings.
- 7.3 The report proposes that the capital costs be financed by prudential borrowing repayable over a 60 year term which reflects the fact that this is a purchase of land. The associated revenue costs of the relocation will be a charge to revenue in the year in which they are incurred.
 - 7.4 However the potential cost increases can be considered in the context of the rental payable on the existing site at Leven Road currently being the subject of negotiation with the landlord and cost rental increases of up to 150% being projected by the Council's Valuer. In addition there are concerns over the long term future of the site.
 - 7.5 The projected running costs of Commercial Road are predicated on obtaining a considerable reduction in the rates payable on the property resulting from the alteration in use. In addition the enhanced facilities on the site will inevitably increase the running costs. As the cost differential is marginal these costs need to be the subject of further scrutiny.
 - 7.6 The report indicates that the site will provide a temporary solution as a car pound facility, which will ensure business continuity given the risks at the existing site. However the long term provision of the service has not been the subject of a comprehensive option appraisal and the current condition of the commercial property market emphasises the potential risks associated with property ownership.
 - 7.7 The fines chargeable for parking offences are fixed on a London wide basis and consequently there is no scope to increase these to finance the additional costs. The additional costs will have to be absorbed within the existing Parking budgets.
 - 7.8 Additional costs arising will be met each year from within the Parking Control account.
 - 7.9 The Prudential Borrowing is within the annual borrowing limits set by the Council as part of the 2009/10 budget process, but no budget provision has been made to service this debt so the scheme needs to be self-financing in order for the prudential borrowing to be prudent, affordable and sustainable as required by legislation".

8. COMMENTS OF ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 8.1. Cabinet is asked to approve purchase of the leasehold interest in 585-593 Commercial Road, E1.
- 8.2. The Council is empowered, pursuant to section 120 of the Local Government Act 1972 to acquire land by agreement for the purposes of any of the Council's statutory functions or for the benefit, improvement of development of Tower Hamlets. The power to acquire includes acquisition of a leasehold interest. The land does not have to be

immediately required for the purpose for which it is acquired and may be used in the interim for any of the Council's functions.

- 8.3. In this case, the land is said to have strategic value and redevelopment for housing is nominated as feasible. This may be viewed as being for one of the Council's statutory functions (e.g. that in section 9 of the Housing Act 1985), although the precise function will depend upon the mode of delivery. It may also be for the benefit, improvement or development of Tower Hamlets.
- 8.4. Cabinet is asked to approve temporary use of the land as a car park. As set out above, temporary use for one of the Council's functions is permissible. In this case, the obligation on the Council to remove abandoned vehicles under the Refuse Disposal (Amenity) Act 1978 and the power to dispose of such vehicles provides sufficient statutory foundation for the operation of a car pound.
- 8.5. The Financial Regulations set a threshold of £250,000, above which Cabinet approval is required for a capital estimate. The Financial Procedures supplement this requirement. In accordance with Financial Procedure FP 3.3, senior managers are required to proceed with projects only when there is a capital estimate adopted and adequate capital resources have been identified. Where the estimate is over £250,000 the approval of the adoption of that capital estimate must be sought from the Cabinet. There is no legal impediment to approval of the estimate, as the proposed purchase is capable of being carried out within the Council's statutory functions.
- 8.6. Cabinet is asked to approve prudential borrowing. The Council is empowered by section 1 of the Local Government Act 2003 to borrow money for any purpose relevant to its statutory functions, or for the purposes of prudent management of its financial affairs. The Council is required to have regard to the code of practice entitled the "Prudential Code for Capital Finance in Local Authorities" published by CIPFA when exercising its power to borrow.

9.0 ONE TOWERHAMLETS CONSIDERATIONS

- 9.1 In relocating the car pound to the Commercial Road site the services offered by the facility will be better accessed by all at its new location. Additionally staff working at the car pound will also be able to consider using public transport to arrive to work. This is because the Commercial Road site has better accessibility than the current provision at Leven Road.

10.0 RISK MANAGEMENT IMPLICATIONS

- 10.1 Detailed risk implications relating to the proposal are contained within a further report on this item in section 2 of this Agenda.

11.0 SUSTAINABLE ACTION FOR GREENER ENVIRONMENT

- 11.1 The Council is proposing to acquire the leasehold interest at 585-593 Commercial Road for future regeneration purposes that will aim to provide greener buildings creating a better environment for all in that part of the Borough.

- 11.2 In the short term it is proposed to use the site as a car pound, which will ensure that buildings are kept in beneficial use and not left empty. As a result the site will not attract fly tipping and other health and safety concerns associated with empty buildings.

12.0 EFFICIENCY STATEMENT

- 12.1 The proposed temporary relocation of the car pound to the Commercial site will improve overall efficiency since the services provided by the car pound can be better accessed. Additionally since the existing buildings can be re-used as offices efficiencies in working practices will also occur as a result.

13.0 APPENDIXES

- 13.1 585-593 Commercial Road site is shown edged black on site plan appendix 1.
- 13.2 The current Council car pound at Leven Road is shown edged black on site plan appendix 2.

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Title 585 -593 COMMERCIAL ROAD
LONDON E.1

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Date
02 : 07 : 09

Appendix
1



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TOWER HAMLETS

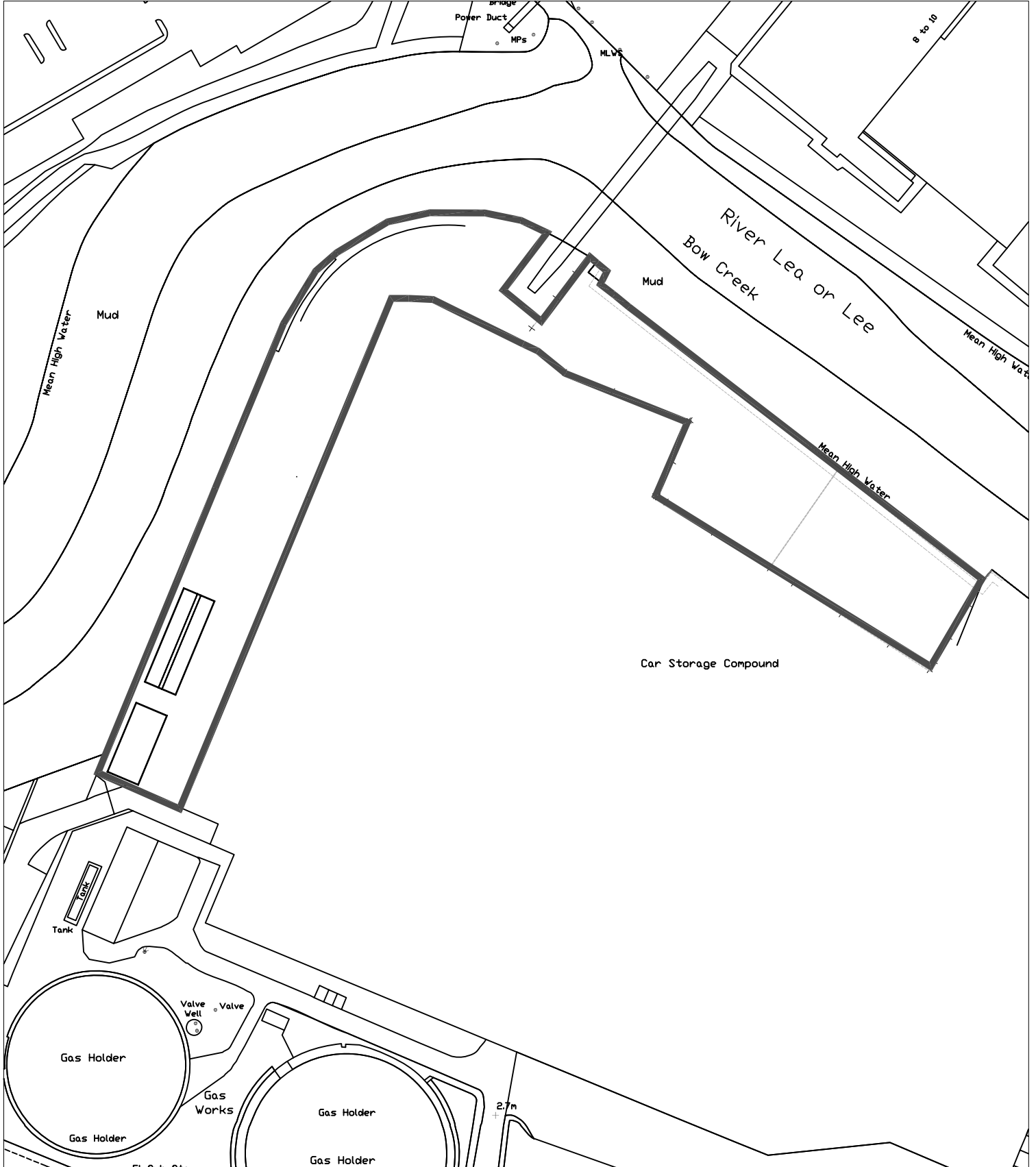
Creative and Technical Resources Technical Information & Surveys

Title LBTH/LB HACKNEY LEVEN ROAD CAR POUND
LONDON E.14.

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Appendix
2



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Agenda Item 8.1

Committee: Overview and Scrutiny	Date: 1 September 2009	Classification: Unrestricted	Report No:	Agenda Item: 8.1
Report of: Corporate Director Aman Dalvi Originating officer(s) Jennifer Richardson, Interim Strategic Planning Manager		Title: LDF Core Strategy: Proposed publication of the Core Strategy. Wards Affected: All Wards		

1. **SUMMARY**

- 1.1 The Council's Budget and Policy Framework Procedure Rules require that the Chair of the Overview and Scrutiny Committee shall be informed of any proposals for adoption of a plan or strategy that forms part of the BPF and that those proposals shall be subject to consultation with O&S Committee Members for a period of not less than 10 working days.
- 1.2 Attached to this Overview and Scrutiny Report is a report to Cabinet regarding the proposed publication Local Development Framework Core Strategy and its supporting evidence base for public consultation. This is the final of three phases of public consultation on the emerging Core Strategy.
- 1.2 Following consultation, the Core Strategy and its supporting evidence base will be submitted to Full Council, with the recommendation that this information be submitted to the Secretary of State. Once it is submitted to the Secretary of State, it will be subject to an Independent Examination by a Planning Inspectorate.
- 1.3 This Independent Examination is the final stage in the process of preparing a Core Strategy. If the Core Strategy is found to be sound by the Planning Inspectorate, the Council will receive a binding report and will be free to adopt the Core Strategy as its principle planning document which will guide development in the borough.

2. **RECOMMENDATIONS**

- 2.1 Overview and Scrutiny are recommended to:
 - a) **Consider the recommendations included in the attached report to Cabinet;**
 - b) **Provide any comments to Cabinet on those recommendations.**

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Committee: Cabinet	Date: 2 September 2009	Classification: Unrestricted	Report No:	Agenda Item: 8.1
Report of: Corporate Director Aman Dalvi		Title: LDF Core Strategy: Towards a sound Core Strategy.		
Originating officer(s) Jennifer Richardson, Interim Strategic Planning Manager		Wards Affected: All Wards		

1. **SUMMARY**

- 1.1 Council officers have been working toward preparing the Local Development Framework (LDF) – Core Strategy. The Core Strategy is the most important part of the LDF as it sets the spatial vision and the priorities for the next 15 years and beyond. This report introduces the final draft of the Tower Hamlets Core Strategy for publication (see appendix 1).
- 1.2 The LDF will gradually replace the Unitary Development Plan. However, a robust LDF should also go far beyond a simple development control document tool and set out a clear and achievable spatial vision for the places of Tower Hamlets, with policies and actions that will guide regeneration and development in Tower Hamlets over the next 15 years and beyond. It is, in essence, the spatial representation of the Tower Hamlets Community Plan.
- 1.3 The development of the Core Strategy has been subject to an extensive process of proactive consultation and engagement process, culminating in two successful public consultations in July 2008 and February 2009. Officers have also been developing a series of technical evidence documents, many of which have been developed in partnerships across the Local Strategic Partnerships (LSP) and will be used to inform future LDF, Council and LSP strategies.
- 1.4 The Core Strategy will now be published as the proposed submission document in accordance with Regulation 27 of the Town and Country Planning (Local Development) (England) Regulations 2008. Representation will be invited from the public and key stakeholders. Following this consultation, a revised Core Strategy will be submitted to Full Council, to approve submission to the Secretary of State.

2. **RECOMMENDATIONS**

Cabinet is recommended to:-

- 2.1 **Note the supporting evidence base for the Local Development Framework (LDF) Core Strategy detailed in Appendix 2 to the report;**

- 2.2 **Approve the LDF Core Strategy attached at Appendix 1 to the report for formal consultation in accordance with Regulation 27 of the Town and Country Planning (Local Development) (England) Regulations 2008;**
- 2.3 **Authorise the Corporate Director Development and Renewal, after consultation with the Leader of the Council and Lead Member Housing and Development, to:**
- (a) **Make any appropriate and necessary minor amendments to the LDF Core Strategy and its supporting evidence base prior to consultation.**
 - (b) **Make any appropriate and necessary amendments to the LDF Core Strategy and supporting evidence base, following the consultation and prior to submission to full Council on 9th December 2009.**
- 2.4 **Recommend that full Council:**
- (a) **Note the supporting evidence base for the (LDF) Core Strategy submitted for consideration by the Corporate Director Development and Renewal (included in Appendix 2) to be submitted alongside the Core Strategy, to the Secretary of State.**
 - (b) **Approve the (LDF) Core Strategy, submitted for consideration by the Corporate Director Development and Renewal (included in Appendix 1), for submission to the Secretary of State.**

3. BACKGROUND

- 3.1 The preparation of the Local Development Framework has been reported to members on a series of occasions over the last 4 years. Following the withdrawal of the first round of LDF submission document in October 2007, the authority commenced work on a revised Core Strategy.
- 3.2 The Core Strategy is the principle development plan document in the Local Development Framework. It is a strategic document which sets out the 'core' strategies that the authority requires in order to deliver its local, regional, and national priorities. As the LDF is suite of planning documents, the Council will look to bring forward other development plan documents and supplementary plan documents, in accordance with the Local Development Scheme.
- 3.3 ***Recent Changes to Spatial Planning Legislation***
The Government changed the planning system in 2004 through the *Planning & Compulsory Purchase Act*. It replaced Unitary Development Plans with a Local Development Framework. The significant 'teething troubles' with that new system are now widely publicised, so in response the Government further evolved the plan making system in June 2008. Plan making guidance is now set out in *Planning Policy Statement 12: Local Spatial Planning and amendments to the Act and Regulations in 2008*. The Core Strategy has been prepared in accordance with the amended statutory and policy framework.
- 3.4 ***Where the LDF Core Strategy sits in the Local Policy Framework***
- 3.4.1 The LDF Core Strategy is the spatial representation of the Community Plan. It should also link to the Local Area Agreement as a delivery mechanism for the Community Plan

(although the LAA has a 3-year cycle and the Core Strategy must think at least 15 years into the future). The Core Strategy is a strategic document sitting just underneath the Community Plan and sets priorities for other local plans, policies, programmes and operational directorate plans. The Core Strategy can go further than the Community Plan by setting out commitments for strategic growth and regeneration areas, for example setting where housing and supporting infrastructure should be directed. The Core Strategy can also set out development principles and policies to guide planning decision. The Core Strategy is required to consider the full range of factors influencing the quality and design of places including the layout and organisation of homes, infrastructure, shops and commerce, open space, economic development and the environment.

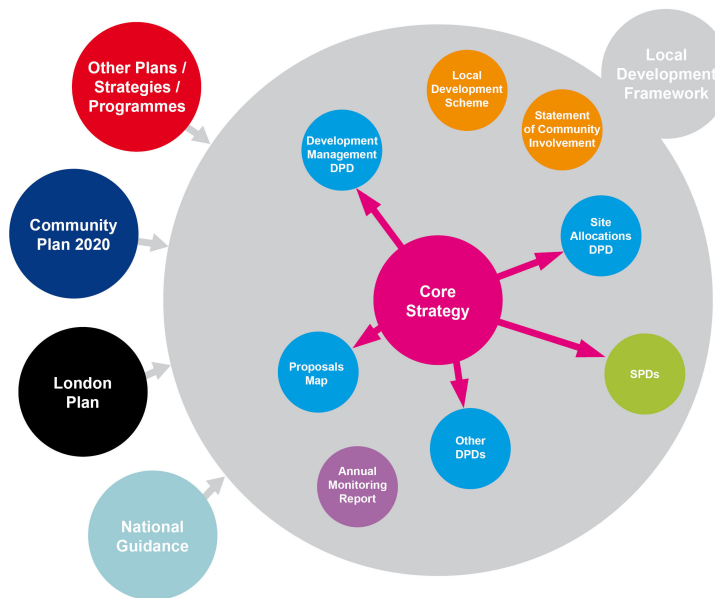


Fig 1: Local Development Framework's relationship with other plans

3.5 Requirements of Core Strategies

3.5.1 Under revised government guidance Core Strategies are required to be:

- a) **Justified** - meaning they must be i) founded on robust and credible evidence and ii) the most appropriate strategy when considered against the reasonable alternatives.
- b) **Effective** - meaning they must be deliverable, flexible and able to be monitored

3.5.2 Core Strategies must conform with national and regional guidance, such that the Core Strategy does not repeat policy. They also must be aligned with the Council's Community Plan and be prepared in accordance with the Government's principles for community engagement in planning and the Council's Statement of Community Involvement.

3.5.3 These are now the measures against which the Core Strategies 'soundness' will be tested at public examination.

Robust and credible evidence base

- 3.5.4 One of the main requirements of Planning Policy Statement 12 is that Core Strategies need to be based on robust evidence. Evidence should include feedback from local consultation as well as technical and statistical evidence.
- 3.5.5 The Strategic Planning team collated a wide range of technical evidence documents during the previous LDF and have continued to collate additional information to support the emerging plan. Appendix 2 identifies the suite of evidence base documents supporting the Core Strategy. The suite of evidence based documents includes Strategic Housing Market Assessment, Waste Management Evidence, Urban Structure and Characterisation Report, Core Strategy Research Report, Strategic Flood Risk Assessment, Employment Lands Study, Habitats Regulation Assessment, Sustainable Energy Research; Town Centre Spatial Strategy; the Capacity report from the Population Change and Growth; Infrastructure Delivery Plan and the Affordable Housing Viability – LDF Review.
- 3.5.6 Where possible, evidence base documents have been developed in conjunction with related Council departments and LSP partners and will provide supporting evidence across the Partnership.
- 3.5.7 In addition to those listed in Appendix 2, the Strategic Planning team have also used a series of published reports and strategies, including other Council and LSP strategies, best practice reports and national and regional guidance. All documents used have been referenced in the Core Strategy.
- 3.5.8 A key element of the evidence base is a Sustainability Appraisal and Equalities Impact Assessment. Both have independently assesses the previous options and alternatives documents against objective criteria. The findings of these reports have been made available, alongside the Core Strategy, during consultation.
- 3.5.9 All evidence will be published on the Council's website as it is completed and will be reviewed as part of a rolling research programme to ensure it is sufficiently up to date and robust.

Most appropriate strategy when considered against the reasonable alternatives

- 3.5.10 Government regulation requires that the proposed submission Development Plan Document (in this case the Core Strategy) contains the most appropriate strategy, when considered against the reasonable alternatives.
- 3.5.11 The two previous consultation documents, being the Core Strategy Options and Alternatives (published in July 2008) and the Core Strategy Options and Alternatives for Places (published February 2009) have provided the means for the local authority to test its reasonable alternatives. The proposed submission version of the Core Strategy represents the outcomes of this testing process.

Demonstrating Deliverability and flexibility

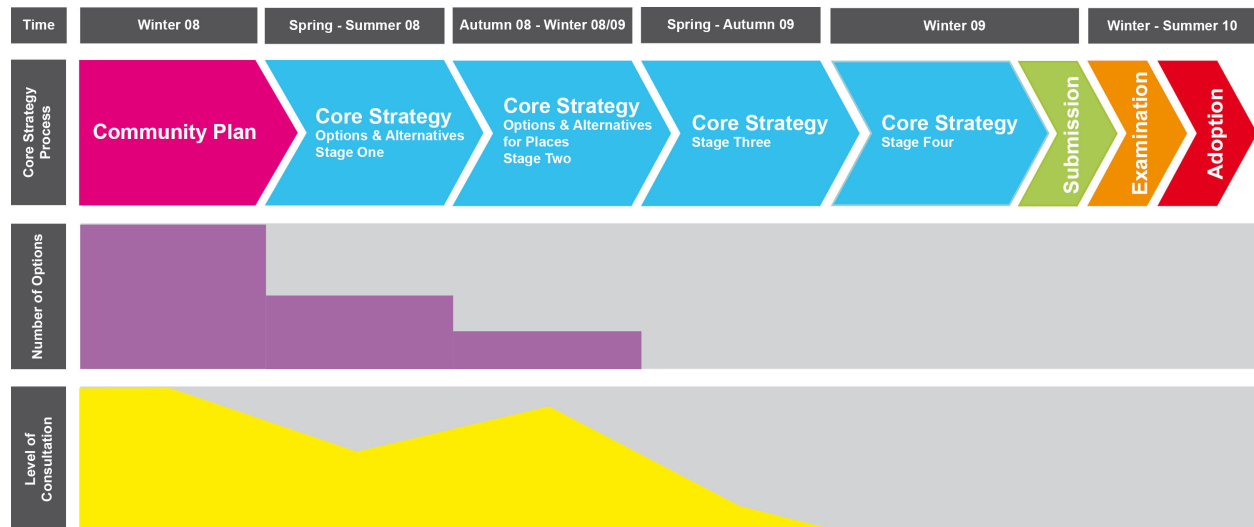
- 3.5.12 A key new requirement for Core Strategies, as identified in PPS12, is demonstrating the deliverability of the proposed policies. Key indicators of deliverability include:
- demonstrating joint working (and sign up) with key partners;
 - identifying how we are to deliver infrastructure including when and how;
 - identifying the additional mechanisms needed to implement the plan;
 - identifying contingency plans where required;
 - providing evidence that requirements from policies are generally achievable on most sites and financially viable (in particular for affordable housing policies).
- 3.5.13 Policies which cannot be demonstrated as deliverable will not pass the test of soundness, and will ultimately undermine the soundness of the plan.
- 3.5.14 Infrastructure delivery has been identified as being key to demonstrating deliverability, and as such an Infrastructure Delivery Plan is a new requirement to support Core Strategies. This document sets out what physical, social and green infrastructure is needed to enable the amount of development proposed for the area, taking account of its type and distribution. It is also required that this plan works in parallel influence with any strategies and investment plans of the local authority and other organisations.
- 3.5.15 A schedule summarising the strategic infrastructure requirements is included as an appendix in the Core Strategy document, whilst the full Infrastructure Delivery Plan is included in Appendix 2 of this report. This Plan identifies, as far as possible: infrastructure needs to support the projected growth, as well as the estimated costs; phasing of development; funding sources; and identifies those who are responsible for its delivery. The Strategic Planning team has worked with other internal officers as well as partners across the Local Strategic Partnership in this plans development. The Infrastructure Delivery Plan will continue to be an instrumental tool for the Council and the Local Strategic Partnership, outside the Core Strategy. It will enable the Council and the Tower Hamlets Local Strategic Partnership to more effectively and efficiently plan services to meet the needs of the growing population of Tower Hamlets. This plan will be regularly monitored and reported to the Assets Strategy and Capital Management Board.

3.6 Preparation of the Core Strategy

- 3.6.1 Work commenced on the Core Strategy shortly after the withdrawal of the LDF Core Strategy and Development Control, Proposals Map and Area Action Plans in October 2007.
- 3.6.2 In accordance with Regulation 25 and the governance requirements for consultation on planning document, engagement of stakeholders should be from the beginning, continuous and transparent. As a result, throughout the preparation of the Core Strategy the Strategic Planning Team's have undertaken the following engagement processes:
- We have been part of the Community Plan 2020 Steering Group.
 - Involvement in the Tower Hamlets 2020 visioning exercise (including a exploration of the spatial implications of each Community Plan theme);
 - Analysis of all existing consultation material including previous planning consultation material as well as the Community Plan consultation outcomes;
 - Gaps analysis of existing evidence base (through the Core Strategy Research Report)

- Gathering of primary evidence including Renewable Energy, Flood Risk, Town Centres, Urban Structure and characterisation report, Student Housing and Housing Land Availability.
- Targeted engagement events as a part of evidence base gathering including events for Biodiversity and Sustainable Energy, Town Centre Spatial Strategy, Green Grid, Strategic Housing Market Assessment,
- Regular engagement with the Local Strategic Partnership, through membership on the Community Plan Delivery Groups, Partnership Executive Support Group and regular updates to the Partnership Executive Group.
- Commissioning joint evidence base with the Local Strategic Partnership, specifically the Population Change and Growth Model;
- Regular engagement of the External Stakeholder Working Group comprising GOL, GAL, LDA, TfL, ODA, LTGDC, English Heritage, Environment Agency, Natural England.
- Ongoing bilateral discussions with officers across the Council;
- Regular reporting to senior management teams, and the Corporate Management Team both in the Council and the within the Local Strategic Partnership
- Regular meetings with officers from the NHS Tower Hamlets and the Healthy Urban Development Unit (including completing the Health Check)
- Front loading meeting and engagement with the Planning Inspectorate
- Attending existing forums and community groups including the Tower Hamlets Housing Development Forum, Tower Hamlets Developers Forum, Tower Hamlets Conservation and Design assessment Group (CADAG) as well as residents forums.
- Presentations to CABE's LDF expert panel on the progress of the Core Strategy
- Attending a series of Planning Advisory Service workshops on preparing sound Core Strategies
- Member of the Planning Officers Society High Speed Planners Group.

3.6.3 Below is a diagram outlining the level of consultation and engagement undertaken as the Core Strategy options and alternatives testing has progressed.



3.6.4 In accordance with Regulation 24 of the Town and Country Planning (Local Development) (England) Regulations 2008, the Council will be also publish a 'Statement of public participation in the preparation of the Core Strategy' as a part of the submission documents. This Statement details the engagement process, which is outlined in paragraph 3.6.2 of this report and is included in Appendix 2.

3.7 *Overarching assumptions for the Core Strategy*

3.7.1 In developing the Core Strategy there was an overarching assumption that Tower Hamlets will be required to deliver the identified with national and regional government priorities including facilitating new housing and new jobs in accordance with the London Plan as well as a means to accommodate our apportionment target for waste and sites for gypsies and travellers.

3.8 *Testing reasonable alternatives in the Core Strategy*

3.8.1 As outlined above, the process of preparing the Core Strategy culminated in two major public consultations on Option and Alternatives documents. Each consultation document was subject to a Sustainability Appraisal and Equalities Impact assessment. The findings of these reports were published alongside the consultation material.

- Core Strategy – Options and Alternatives (July - September 2008)

3.8.2 This document proposed the 'Big Spatial Idea' - Reinventing the Hamlets. This proposed a means of place making, through identifying a series of places in the borough, based on the old (and newer) 'hamlets' of Tower Hamlets.

3.8.3 It then sought to test alternatives for 'how' the borough could deliver this vision, through two high level options to manage future development in Tower Hamlets.

3.8.4 This first options document proposed two major spatial options:

- Option A Refocusing on our centres - this option proposed to refocus and reinforce the hierarchy of town centres within the borough by focusing development and services into town centre.
- Option B Organic growth across the borough – This option proposed an organic, development- led approach which would facilitate mixed use development across the borough.

3.8.5 It also proposed a series of spatial themes, which tested specific options for how to achieve the Council goals for issues such as creating more open space and delivering affordable homes.

3.8.6 The consultation document was well received and feedback was received both through written comments and through feedback from consultation events. The feedback indicated a preference for Option A, with a precaution to ensure that this approach still enabled regeneration across the borough. The consultation findings were collated into a Consultation report, which has been made available on the Council's website.

Core Strategy – Options and Alternatives for Places (February- March 2009)

- 3.8.7 The next options document sought to identify and further define the preferred approach to the overarching options and spatial themes. It then sought to understand and, where relevant, test reasonable alternatives to how this preferred approach would affect each of the identified places. It included 24 place plans which were produced in partnership with Tower Hamlets Partnership outlining the vision, key priorities and principles for each place in the borough grouped around the four paired LAP's.
- 3.8.8 The consultation was again well received with over 1000 comments received from a wide range of groups. Extensive feedback was also received from consultation events, which were attended by over 200 local residents, land owners and other key stakeholders.
- 3.8.9 Key points raised through the consultation included:
- High level of support for the emerging strategy, particularly the place making section.
 - Housing policy – both supporting and objecting to a range of policies. There was recognition for further evidence on housing policies to be produced.
 - Health policy – welcomed the inclusion of linking spatial planning to health and well-being.
 - Olympics & legacy – there was a recognition for further emphasis to be placed on the importance of the Games and its legacy.
 - Ensuring flexibility, viability, deliverability was a consistent point, particularly the need to clearly outline monitoring and implementation of the final strategy
 - The needs for a robust evidence base, in accordance with government guidance was also identified
- 3.8.10 The consultation findings for this second round of consultation was also collated into a Consultation report, and has been made available on the Council's website.
- 3.8.11 Following the end of this consultation period, officers proceeded to draft the proposed submission version of the Core Strategy.

4.0 2009 CORE STRATEGY – PUBLICATION OF THE PROPOSED SUBMISSION DOCUMENT

- 4.1 The Strategic Planning team have now prepared the Core Strategy for pre submission publication consultation, in accordance with Regulation 27 of the Town and Country Planning (Local Development) (England) Regulations 2008.
- 4.2 Below is an outline of the structure and key priorities within the Core Strategy 2009. The full document is included in Appendix 1 to this report. Appendix 2 identifies all the newly developed evidence base reports that have been produced to robustly justify the Core Strategy. These documents will all be made publicly available as a part of the upcoming consultation and will be submitted alongside the Core Strategy to the Secretary of State, as supporting evidence base. In addition to these reports, the Strategic Planning team have also relied on already published evidence base, national and regional guidance, papers and reports as well as other Council and LSP partner's strategies. All documents referred to have been referenced accordingly in the Core Strategy.

4.3 Style and Structure of the Core Strategy

4.3.1 The Core Strategy structure is outlined in the diagram below:



4.3.2 The structure of the document has been simplified and streamlined, following recommendations from the Planning Inspectorate and other external stakeholders including Government Office for London and the Greater London Authority.

4.3.3 The language used in the document is consistent with previous drafts. This was identified and has been recognised by CABEs (the Commission for Architecture and the Built Environment) expert panel as being accessible and easy to understand.

4.3.4 Officers have also sought to use a mixture of maps and graphics to clearly illustrate the content of the plan.

4.4 *Big Spatial Vision – Reinventing the Hamlets*

4.4.1 The Core Strategies spatial vision – ‘Reinventing the Hamlets’ outlines the spatial vision of building One Tower Hamlets through developing a sense of place. This section outlines the key principles underpinning the strategy as well as defining the Programme of Delivery which underpin the Strategies delivery.

4.4.2 The spatial vision also looks strategically and identifies the need to deliver our regional role within London and maximise the benefits of the Olympics and its legacy. Also

includes policies which identify our approach to achieving wider sustainability including adaptation and mitigation of climate change and how the Council will consider the wider determinant of health through spatial planning.

4.5 Spatial themes & key policy directions

Following the vision section the document is divided into 6 distinct sections. These are described below.

4.5.1 Spatial theme 1 - Refocusing on our town centres

Key policy direction:

- Defines the town centre hierarchy, including a new district centre at Bromley by Bow and a series of new neighbourhood centres. It seeks to promote town centres as the primary location for retail, commercial, employment, leisure, civic and residential uses.
- Promotes the areas outside of town centres for primarily residential and other identified supporting uses that do not rely on higher levels of accessibility.

4.5.2 Spatial theme 2 - Strengthening neighbourhood well-being

Key policy direction:

- Seeks to deliver new housing target in accordance with the London Plan (circa 42,000 new homes to 2025). Sets a target of up to 50% affordable housing target, which it will seek to deliver through planning negotiations on all developments capable of delivering affordable housing (10 units or more) and public investment. It also sets a 70:30 social rented to intermediate, tender split. The strategy prioritises the delivery of family homes, as well as seeking improved energy efficiency of homes.
- Plans for the provision of health facilities for the borough and looks to address the health implications of planning in the borough.
- Seeks to set criteria to identify a site for a multi-faith burial ground for the residents of Tower Hamlets.
- Seeks to protect open space and looks at opportunities to improve and create additional open space.
- Seeks to secure land to facilitate a new waste management facility in the borough through identifying preferred areas of search.

4.5.3 Spatial theme 3 - Enabling prosperous communities

Key policy direction:

- Supports the economic growth of the City Fringe and Canary Wharf as preferred office locations.
- Seeks to locate employment in accessible locations including in town centres, along transport corridors and within designated clusters
- Identifies the potential to release surplus Strategic industrial land for other uses including housing.
- Identifies new school provisions, including four new primary schools and three new Idea Stores.

4.5.4 Spatial theme 4 - Designing a high quality city

Key policy direction:

- Focuses on the importance of high quality design for both building and places.

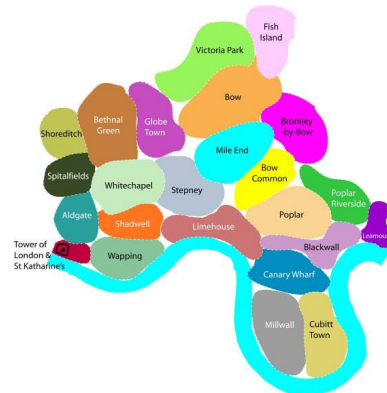
- Ensuring the delivery of an interconnected transport networks.
- Protecting the historical environment.
- Seeking to require adaptation to climate change through design, including Code for Sustainable Homes.
- Seeking a reduction of carbon emissions in line with our National targets through identifying areas of search for combine cooling and heat power plants and defining low carbon zones.

4.5.5 Spatial theme 5 - Delivering placemaking

Key policy direction:

- Identifies a vision, opportunities and growth and priorities and principles for each place.
- Fish Island is the place likely to undergo the most significant transformational regeneration. The vision for Fish Island proposes a mixed use sustainable community offering a unique place to live and work, next to the Olympic Park. The proposal seeks to ensure a managed and coordinated regeneration. This will include a phased reduction the existing Strategic Industrial Land designation. This will enable increased diversification of employment opportunities as well as housing (including affordable housing). Owing to its scale of change, the Core Strategy requires a 'managed' approach to change, including the creation of a detailed planning framework as well as collaborative working with partners, including the LTGDC and the GLA to ensure the delivery of the vision.

Places are identified in the following diagram



4.5.6 Delivery and implementation

Key policy direction:

- Identifies two strands for delivery and implementation. These include 1) Programme of Delivery and 2) developing an appropriate regulatory framework for development decisions (including the remainder of the LDF documents).
- The Programme of Delivery comprises:
 - Comprehensive regeneration areas (eg Fish Island)
 - Infrastructure Delivery Plan, (as discussed in paragraph 3.5.12/13 of this report and set out in Appendix Two of the Core Strategy document)
 - Housing Investment programmes
 - Policy and strategy programmes
 - Tower Hamlets Green Grid
- Identifies the Council's priorities for Planning Obligations.
- Identifies the process for monitoring the Core Strategy, through the Annual Monitoring Report.

4.6 Next Steps

- 4.6.1 In accordance with Regulation 27 of the Town and Country Regulations 2008, Cabinet are asked to approve this version of the Core Strategy for publication, to be subject to a 6 week consultation period.
- 4.6.2 Following consultation, the Core Strategy will be amended (taking on board consultation comments) and submitted to Full Council. Full Council will be then be asked to approve the Core Strategy for submission to the Secretary of State. It will then be subject to an Independent Examination by an appointed Inspector to determine whether the plan can be found sound.
- 4.6.3 If the plan is found sound, the Council will receive a binding report from the Planning Inspectorate. At that time the Council will be free to adopt the Core Strategy, subject to including the amendments outlined in the binding report within the adopted plan.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report sets out proposals for the public consultation into the Core Strategy document which, at the completion of the full Local Development Framework process, will form the basis of targeted action plans for the Council working with its key partners.
- 5.2 Members will be aware that public sector finances are likely to be constrained for the foreseeable future. The agreed Core Strategy will underpin key decisions in relation to the allocation of the limited resources available within the Borough, and will influence the shaping of the Council's Capital Strategy.
- 5.3 The Infrastructure Delivery Plan (included within Appendix 2 of this report) in particular sets out some of the challenges that the Authority and its partners may face over coming years as a result of demographic and economic growth. Individual infrastructure developments will need to be subject to detailed planning at the appropriate time, including consideration of the financial impact on both partner organisations and on the Council.
- 5.4 The medium and long term financial planning of the Council will need to take account of the same growth pressures as contained within the Core Strategy. A robust monitoring process is being established that will review the reported outputs of the population change and growth model. This will include assessments of housing completions and their implications on infrastructure. Reports will be considered quarterly by the Council's Asset Management and Capital Strategy Board.
- 5.5 The main costs associated with the development of the Local Development Framework itself are staffing related and are supported through Housing and Planning Delivery Grant. The on-going consultation process will incur costs on items such as advertising, printing, hiring venues and facilitating public meetings. There is existing budgetary provision to fund this expenditure. The final stage in the LDF process is an 'inspection in public' for which the Authority must incur all costs, including those of the appointed inspectors. A growth bid of £300,000 was approved as part of the 2008-09 budget

process to contribute towards the funding of these costs in 2010-11, the year of the inspection.

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

- 6.1 As indicated in the body of the report the Planning and Compensation Act 2004 introduced a new system in respect of the production of planning policy. The Local Development Framework (LDF) consists of a suite of documents which set out planning policy. One major element of that suite of documents is what is termed the Core Strategy.
- 6.2 The Core Strategy is the principal development plan document contained within the LDF. It sets out the general spatial vision and objectives for delivery of the LDF and can also include 'Strategic Site Allocations'. It is a crucial part of the local development framework in that it positions the Council as both a strategy maker and a deliverer of outcomes.
- 6.3 The Core Strategy also plays a key part in the delivery of the Council's sustainable community strategy by setting out its spatial aspects and providing a long-term spatial vision. The Core Strategy must be kept up to date and all other development plan documents must be in conformity with it and the Regional Spatial Strategy (or the Spatial Development Strategy in London).
- 6.4 In order to ensure that the Core Strategy represents an accurate reflection of the objectives of the planning policy which should shape the development of the Borough it is subject to a public consultation exercise and then an independent examination. As highlighted in the body of the report this is a legal requirement.

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 The Core Strategy delivers the spatial component of the Community Plan. It is the principal strategy that will deliver One Tower Hamlets through proactively planning and designing for the different places that make up Tower Hamlets.
- 7.2 The Core Strategy recognises that each place is different, and how they all have their role and function but all come together to help build an outward looking One Tower Hamlets. Through extensive consultation in conjunction with the Partnership, the quality and needs of each place have been addressed and visions have been generated to shape the future of each place in the borough.
- 7.3 Full consideration and engagement has ensured that the vision of One Tower Hamlets is embedded throughout the Core Strategy, in order to translate that vision in a spatial sense for the borough by delivering high quality places through placemaking.
- 7.4 The Core Strategy is also supported an Equalities Impact Assessment.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The Core Strategy has been subject to a Sustainability Appraisal and Strategic Environmental Assessment in accordance with the Planning and Compulsory Purchase Act 2004 and the Directive 2001/42/EC. The Core Strategy includes strategies and policies to assist mitigate and adapt to climate change and will assist the Council to meet its LAA target and Ni186, which looks to reduce CO2 emissions per capita across the borough by 60% in 2025 and contributes to meeting Ni197 for biodiversity improvements.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 A risk management matrix has been developed for this project in accordance with Corporate Policy. The key risks have been regularly discussed with the Core Strategy Steering Group and reported to the Council's Corporate Management Team. Many of the identified risks have been successfully mitigated through robust evidence base, as well as proactively engagement of partners and key stakeholders. The most significant risk relates to the ongoing changes to national planning policy and legislation and the plan making guidance, although recent changes have allowed for a greater degree of flexibility.

10. EFFICIENCY STATEMENT

- 10.1 Much of the evidence base prepared to inform the Core Strategy has been designed to provide both evidence for the Core Strategy, as well as informing other reports and strategies. This shared evidence includes (but is not limited to), the Town Centre Spatial Strategy, the Population Change and Growth model, the Strategic Housing Market Assessment, the Waste Evidence Report, the Urban Structure and Characterisation report and the Infrastructure Delivery Plan. Where appropriate, costs have also been shared between parties.
- 10.2 One key example is Population Change and Growth model which the Partnership's Joint Intelligence Group will use to understand the nature and location of population growth across the borough and how that will impact on service provision in Tower Hamlets over time.

Brief description of “back ground papers”

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

None

To be completed by author ext. xxxx

11. APPENDICES

Appendix 1 – Local Development Framework – Core Strategy Publication
Version September 2009

Appendix 2 – List of evidence base documents supporting the Core Strategy

APPENDIX 1

The LDF Core Strategy – Pre Submission Version September 2009

(Under separate cover)

APPENDIX 2 – List of the support evidence base documents for the Core Strategy

1. Sustainability Appraisal for the Core Strategy (Proposed Submission Document)
2. Core Strategy Equalities Impact Assessment
3. Statement of public participation in the preparation of the Core Strategy
4. Climate Change Mitigation and Adaptation Evidence Base
5. Core Strategy Research Report
6. Employment Land Study
7. Fish Island – Rationale for Regeneration
8. Flood Risk and the Tower Hamlets Core Strategy – General Sequential Test
9. Green Grid (Baseline report)
10. Habitats Regulation Assessment
11. Infrastructure Delivery Plan
12. LBTH Affordable Housing Viability – LDF Review
13. LBTH Core Strategy Waste Evidence Base Report
14. LBTH Strategic Flood Risk Assessment
15. LBTH Strategic Housing Market and Needs Assessment
16. LBTH Town Centre Spatial Strategy
17. Borough profile of Tower Hamlets – Providing the context for the development of a Town Centre Spatial Strategy
18. Retail Capacity Assessment
19. Town Centre Spatial baseline report
20. Opportunities for Sustainable Energy and Biodiversity Enhancement
21. Making Connected Places Research Paper
22. Planning for Population Change and Growth Baseline Report
23. Setting criteria for Gypsies and Travellers paper
24. Setting criteria for multi-faith burial grounds paper
25. Student Accommodation Report
26. Urban Structure and Characterisation Study

(Under Separate Cover - The above documents are included on accompanying CD)

Agenda Item 9.1

Committee(s)	Date:	Classification:	Report No:	Agenda Item No:
Overview and Scrutiny Committee	1st September 2009	Unrestricted		9.1
Report of: Assistant Chief Executive Director of Resources Originating Officer(s) Stephanie Ford, Performance Manager Gary Moss, Interim Chief Accountant Helen Duncan, Financial Planning Manager		Title: Performance and Corporate Revenue Budget Monitoring report 2009-10 Performance to 30th June 2009 Wards affected: All		

1 OVERVIEW

- 1.1 Effective performance monitoring and reporting is crucial to the way the Council drives improvement in services. This report draws together the performance monitoring reports on the Strategic Indicators, General Fund Revenue Budget and the Housing Revenue Account. Combining our performance and financial reporting in this way strengthens the Council's robust performance management arrangements.
- 1.2 The report provides Overview and Scrutiny Committee with information on the authority's performance against key performance indicators over the first quarter of the financial year, and its financial position to the end of June 2009 and projections of income and expenditure to the year-end. It also provides an analysis of identified risks in delivering a balanced budget.
- 1.3 The report projects an over spend on the General Fund revenue budget of £1.445m and also an over spend on the Housing Revenue Account of £1.591m for the current financial year. A number of directorates are reporting overspends and it will be important for Corporate Directors to act to contain these overspends in the coming months.

2 RECOMMENDATIONS

Overview and Scrutiny Committee is requested to:

- 2.1 Note the performance information contained in Appendix 1.
- 2.2 Note the projected outturn for Directorate service budgets and for the total General Fund net expenditure budget for 2009/10 in section 4 and Appendices 2A-G and Appendices 3A-C.
- 2.3 Agree the budget target adjustments and virements as detailed in section 6 and Appendix 4A-E.
- 2.4 Note the 2009/10 Savings Targets as detailed in Appendix 5.
- 2.5 Note the projected outturn in respect of the 2009/10 Housing Revenue Account as detailed in Appendix 6 of this report.

3 PERFORMANCE

3.1 This is the first quarterly monitoring report for the Tower Hamlets Index, incorporating the council's Strategic Indicators, covering the period April-June 2009. The Strategic Indicators are the top tier of our performance framework. They consist of:

- National Indicators and local indicators in our LAA;
- some measures of corporate health (such as sickness absence); and
- Customer satisfaction (annual resident's survey).

These are monitored corporately every two months as the Tower Hamlets Index and quarterly in the joint strategic and budget monitoring report.

Following gap analysis and consultation, the following Tower Hamlets Homes Indicators have been added to the Strategic Indicator set;

- Percentage residents satisfied with outcome to ASB
- Total service charge debt outstanding
- Rent collected as percentage of rent due; and
- Average time to re-let property.

The following indicators are also being developed for consideration for inclusion within the Strategic indicator set:

- Resources Directorate are developing an indicator to reflect our commitment to reduce agency staff by 50%.
- Children, Schools and Families Directorate are identifying appropriate indicators to include within the Strategic set to measure performance around children's social care

These indicators are due to be included within June-July reporting of the Tower Hamlets Index.

How We Are Doing – Strategic Indicators (Tower Hamlets Index)

3.2 Performance against our Strategic indicators for Quarter 1 2009/10 is set out in Appendix 1.

3.3 Of the 83 indicators in the Strategic Indicator set, 22 (26.51%) can be reported in this quarter.

3.4 There are 11 GREEN, and 11 RED indicators in this monitoring period

	GREEN	RED
2008/09 – Q1	11 (55%)	9 (45%)
2008/09 – Q2	14 (41.18%)	20 (53.83%)
2008/09 – Q3	10 (43.48%)	13 (56.52%)
2008/09 – Q4 (yr end)	18 (40%)	28 (60%)
2009/10 – Q1	11 (50%)	11 (50%)

3.4.1 Of the 22 applicable indicators, 11 of the performance indicators (50%) are on track to achieve their end of year target (GREEN). Areas where performance is well above the estimated level for the end of December target are as follows:

- Strategic225 - Average time to re-let property (days) – exceeded by 15.4%
- Strategic403 - Number of serious acquisitive crimes per 1,000 population – exceeded by 28.8%
- Strategic311 - Overall Employment rate (working-age) – exceeded by 12.4%
- Strategic407 - Arson incidents - Number of deliberate primary fires per 10,000 population – exceeded by 38%
- Strategic408 - Number of deliberate secondary fires per 10,000 population – exceeded by 81.7%

3.5 A total of 11 indicators (50%) are not meeting their first quarter target. Indicators that are significantly below their target are:

- Strategic101 - Percentage of Undisputed Invoices Paid on Time – target missed by 14.6% (please note, current Q1 outturn includes all invoices, disputed invoices are usually removed at year end. The Q1 outturn not including disputed invoices is 91.53%, with a variance from target of 6.60%).
- Strategic103 - The percentage of the top 5% of Local Authority staff who are from an ethnic minority – target missed by 14.2%
- Strategic104 - Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.) – target missed by 48.4%
- Strategic224 - Percentage residents satisfied with outcome to ASB – target missed by 38.3%
- Strategic226 - Total service charge debt outstanding at year end – target missed by 52.7%
- Strategic402 – Number of most serious violent crimes per 1,000 population – target missed by 12.3%

3.6 Two strategic indicators that were RED in April/May have returned to target for this period:

- Strategic106 – Response time to Members Enquiries - % completed within 10 working days – Corporate – target missed in previous period by 1.2%
- Strategic110 – Average waiting time for calls to Hot Lines to be answered – target missed in previous period by 13.3%

3.7 Ten indicators have improved performance in comparison to this time last year. Seven indicators have deteriorated. A risk analysis has been undertaken and four indicators have been identified as being at risk of failing to achieve their target by the year end. The risk analysis uses a series of risk based criteria to identify which indicators would benefit from further scrutiny at Performance Review Group.

Based on risk – impact

- Performance against target
- Quartile performance (comparison to most recent data available)
- Variance over 10% (comparing actual to target)

Based on risk – likelihood

- Improving (previous reporting period or same period previous year)
- Confidence in recovery (assessment based on comments)

Strategic101 – Percentage of undisputed invoices paid on time

This indicator is flagged as at risk because it has been consistently off target. Performance dipped following the implementation of some pilot internal peer review recommendations which were subsequently found to be adding time to the process rather than reducing time as predicted. A strategic solution is underway through the Requisition to Pay (R2P) project, the indicator and improvement work is regularly reviewed at Performance Review Group. It should also be noted that when monitored during the course of the financial year, the reported performance includes “disputed invoices”. If these are removed from the calculation (as they are at the end of the financial year) then performance generally rises by at least 8%.

Strategic103 – The percentage of top 5% of Local Authority staff who are from an ethnic minority; and

Strategic104 – Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)

Work is being undertaken to improve performance through the Workforce to Reflect the Community Strategy, however these indicators have consistently not met targets and their performance is worse than this time last year. Comments from the Directorate stress that performance against the top 5% of earners can be subject to significant movements over short periods of time. This is because of the relatively small number of staff included in the calculation compared to the workforce as a whole.

It was agreed at Performance Review Group that progress against the Workforce to Reflect the Community implementation plan would be monitored at PRG.

Strategic202 – Number of physical visits to libraries premises per 1000 population

This indicator has been off target for the last two reporting periods, and has deteriorated since this time last year. Comments from the Directorate indicate that the 2009/10 target may not be met due to construction work impacting on visitor numbers. Although there is a plan to re-launch the affected Idea Store, it should be noted that construction work, due to finish in August 2009, will have affected five out of the 12 months of the financial year.

It has been agreed that a report on library usage will be presented at the August Performance Review Group. This will also consider additional performance information on library usage/lending.

- 3.8 24 Strategic indicators can be reported for the next THI monitoring period: the period ending July 2009.

Priority Indicators

- 3.9 It was agreed at CMT 30th June 2009 that the Priority indicator set will be monitored at six months and year end. Directorates will continue to monitor their strategic, priority and local indicators on a quarterly basis. Strategy and Performance will be using the data from their monitoring to inform Performance Review Group in the quarterly performance digest and exception reports.

4. CORPORATE REVENUE BUDGET MONITORING 2009/10 - TO 30/06/09

4.1 Background

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

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

Explanation of Variances:-

- ◆ Explanations for the most significant net variances (greater than £100,000) in both expenditure and income.

- ◆ Details of actions to deal with any variances including whether the actions are on target and, if not, what alternative/additional courses of action have been put in place.
- ◆ Any implications for the 2009/10 and future years' budgets.

4.1.2 Risk areas

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

4.1.3 Virements

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

4.2 Projected Outturn Position

4.2.1 The table below shows the projected outturn position against the latest budget for each directorate which includes the original budget plus any target adjustments agreed between directorates:

Directorate/Service	Latest Budget	Forecast Outturn as at 30/06/09	Projected variance	Status
	£'000	£'000	£000	£000
Adults' Health & Wellbeing	88,912	87,751	(1161)	Green
Children Schools and Families	95,887	96,278	391	Red
Communities, Localities and Culture	75,137	75,137	-	Green
Development & Renewal	17,388	17,420	32	Amber
Chief Executive's	10,674	11,070	396	Red
Resources	15,271	15,358	87	Amber
Corporate / Capital	13,169	14,869	1,700	Red
TOTAL	316,438	317,883	1,445	Red

Key to 'Traffic Light System'

The elements in the traffic light system are used to indicate significant outturn variances as follows:-
 Red – Potentially detrimental to the finances of the Council

Amber – Previously reported overspend, position improved since the last report
Green – Potentially advantageous to the finances of the Council

4.3 Variance Analysis

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

4.3.1 Adults' Health & Wellbeing

Occupational Therapy net - £150,000 overspend

Increase in demand for OT apparatus and the cost of testing electronic equipment has led to an increase in spend

Learning Disabilities Commissioning net - £353,000 underspend

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 has resulted in this favourable variance.

Mental Health net - £234,000 underspend

Increasing costs of residential care has resulted an overspend of expenditure however negotiations with the PCT to cover these costs have resulted in an overall under spend.

Physical Disabilities Commissioning net - £191,000 underspend

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 these costs are now being funded under NHS continuing care funding.

Homelessness & Housing Advice Services net - £341,000 underspend

The variance reflects increased temporary accommodation placements, with more households contributing to Administration Charges than originally budgeted for. This brings with it extra grant from the Government.

4.3.2 Children Schools and Families

Fieldwork – Children's Social Care - £526,000 overspend

The Children's Services directorate reports a steady increase in activity within this area.

This has necessitated retaining a quota of agency staff above establishment to meet this increased demand for a service and to ensure children are safeguarded.

A detailed strategy to re-shape the service is underway with particular emphasis on early intervention and prevention to reduce the demands on the service. It is anticipated that this strategy will reduce the level of overspend in the medium term.

The workflow and activity will be kept under further close scrutiny and review.

4.3.3 Communities, Localities and Culture

There are no significant variances to report for quarter one to 30th June 2009.

4.3.4 Development and Renewal

There are no significant variances to report for the quarter to 30th June 2009. However there are significant risk factors within this directorate in connection with shortfalls in development fees, section 106 and trading income and the directorate's ability to fund expenditure previously supported by capital. For full details see Appendix 2D.

4.3.5 Resources Directorate

As reported in July, there are pressures on the Office Accommodation budget arising from delays in disposing of vacant and underused office buildings and pressure on costs at East India Dock. Mitigating actions are being pursued to contain these costs but the service is due to deliver savings of £600,000 in the current year and there is a significant risk that these will not be achieved. The Corporate Director will seek to contain any over spend within the Directorate's overall budget.

4.3.6 Chief Executive's

Communications - £396,000 overspend

Since 2008 it has been recognised by the Communications Team that due to unfavourable market conditions previous high levels of advertising income may not continue to be achievable, and, in 2009/10 the existing budget would face increasing pressures. Consequently, the team developed an action plan to address this ongoing situation and at the year end the original projected 2008/09 overspend was reduced. In the first quarter 2009/10 continuing weak market conditions suggest a continuing downward trend of lower advertising income. However, current estimates are based on the experience of the first three months of the financial year and there is scope for the projected outturn to be overcautious and

therefore the current budget performance continues to be kept under close and continuous review.

4.3.7 Corporate & Capital Finance

Capital/Treasury Management £1,700,000 shortfall

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

4.3.8 Trading Accounts.

At this stage none of the Directorates have reported any major variances within their trading accounts.

Although Development & Renewal are reporting that fee levels and the budget were both reduced with effect from 1 April 2009, and that Land Charge search fee income is forecast to be significantly lower than anticipated as a direct consequence of both the current economic climate and competition from personal search companies. Officers are currently assessing alternative means of minimising the impact.

Full details of all trading accounts are held in Appendix 3A-C.

5 VIREMENTS

- 5.1 Virements are transfers of budget that result in no overall change to the budget of the Council. Under Financial Regulations, virements over £250,000 are required to be approved by the Cabinet. Virements over £100,000 are required to be reported for information and are agreed by the Corporate Directors.
- 5.2 There are virements from Children, Schools and Families which are attached at Appendix 4A-E.

6 TARGET ADJUSTMENTS

- 6.1 Target adjustments are transfers between services/directorates and are subject to approval by Cabinet.

The following budget adjustments are required in order to reflect accurately the transfer of managerial responsibilities within directorates.

LAPs Service Improvement Growth £2.380m

Following the participatory budgeting exercise service improvement growth was allocated to various LAP areas and the budget now requires to be transferred to the directorates responsible for the implementation of the agreed proposals.

A full break-down is contained at Appendix 4A-E.

Transfer of Health & Safety Post £0.049m

A budget transfer from Resources, Chief Executive's and Development and Renewal to fund a Health & Safety post within Communities, Localities and Culture.

Transfer of Learning & Development function £0.710m

Budget transfer to follow the re-alignment of responsibility for the above service from Children, Schools and Families to Resources Directorate

The effect of all budget transfers is shown at Appendix 4A-E.

7 SERVICE IMPROVEMENT GROWTH

- 7.1 On 27th February 2009 Cabinet agreed Service Improvement Growth for 2009/10. At this relatively early stage in the financial year no Directorates have reported that targets will not be achieved. A full progress report will be submitted to Cabinet later in the year.

8 SAVINGS/EFFICIENCY TARGETS

8.1 Savings/Efficiency Targets

- 8.1.1 Efficiency targets are underway or planned to deliver the cashable savings of £5.674m as part of the Council's Budget Strategy for 2009/10.
- 8.1.2 A breakdown of efficiency savings is attached at Appendix 5.
- 8.1.3 At this stage Development & Renewal are reporting that £60,000 of savings from the Digitalisation programme will not be achieved during 2009/10.

9 INCOME COLLECTION PERFORMANCE 2009/10 TARGETS

- 9.1 The table below relates to debt raised since the 1st April 2009: in addition, a proportion of debt is collected as arrears, so a greater proportion of overall debt is collected than these targets suggest. The direction of travel arrows indicate that for most types of debt, performance is above target.
- 9.2 The 2009/10 targets will be monitored on a regular basis.

Income Stream	Collected In 2008-09 %	2009-10 Target to 30-06-09 %	2009-10 Collected to 30-06-09 %	Direction of Travel
Business Rates	98.6	27	31.56	↑
Central Income	86.07	75	76.28	↑
Council Tax	95	24.15	24.7	↑
Housing Rent	99.66	101.42	104.49	↑
Major Works	8	4.75	4.83	↑
Parking Fines	63.55	60	63.31	↑
Service Charges	57.8	12.2	16.8	↑

9.3.1 Performance Analysis

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

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

10 HOUSING REVENUE ACCOUNT

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

10.1.1 The Housing Revenue Account is currently estimating a £1.591m deficit for the year, as shown in Appendix 6. The reasons for this variance are:

10.1.2 Dwelling and Non-Dwelling Rents - £180,000 overspend

Rental Income is lower than originally estimated due to the transfer of approximately 90 tenanted properties on the Coventry Cross estate to Polar HARCA in July 2009. This is partially offset by increased income from shop rents following the re-negotiation of leases.

10.1.3 Tenant and Leaseholder Service Charges - £558,000 underspend

The anticipated income from Service Charges for 2010/11 is higher than estimated. The actualisation of service charges for 2009/10 will be completed during September with updated projections being incorporated within the second quarter's budget monitoring report.

10.1.4 Capital Financing Charges / Government Subsidy / Investment Income - Net: £985,000 overspend

As is the case with the General Fund (see paragraph 4.3.7) any changes in interest rates have a significant impact on the Housing Revenue Account. A review of balances and the latest advice from the Authority's debt management advisors have been incorporated into the three affected items within the HRA i.e. Capital Financing Charges, Government Subsidy and Investment Income.

As with the General Fund the position will be kept under close review and Members advised accordingly.

10.1.5 Supervision and Management - £875,000 overspend

Net expenditure on Supervision and Management is currently forecast to be 2% in excess of budget. The projections include some extra-ordinary one-off restructuring costs which have been provided for within reserves. Other potential overspends are anticipated across various other budgets, including those provided through the Council. Efforts are being made in conjunction with Tower Hamlets Homes to reduce expenditure in this area.

11 EQUAL OPPORTUNITIES IMPLICATIONS

- 11.1 The Council's Strategic Plan is focused upon meeting the needs of the diverse communities living in Tower Hamlets. The Key Themes reflect diversity issues and there are key equality milestones in relation to delivering One Tower Hamlets.

12 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 12.1 This report sets out the performance of the authority against priority performance indicators for the first quarter of the year together with budget monitoring against the General Fund revenue budget, which is the main budget influencing performance in the short term. This represents good practice as it enables performance in both areas to be considered alongside one another and thus actions can be taken on the basis of a balanced overall view.
- 12.2 This report projects a net General Fund over spend for 2009/10 of £1.445m and a net over spend on the Housing Revenue Account of £1.591m both based on spending to the end of June 2009. If this is carried through to the end of the financial year, this will result in decreases in general reserves and housing reserves respectively.
- 12.3 In the case of the General Fund, provision was made in the budget for a local annual pay award of 2.25%. It now seems likely that the settlement will be less than this and so an unallocated contingency could be available which would help to offset any over spend. However, Directorates should not manage their budgets on this basis and should continue to take steps to spend in line with budgets in accordance with financial regulations.
- 12.4 This is the first quarter report and accordingly the projected outturn is based on the experience of only a few months. The scope for projected outturns to be over or understated is therefore correspondingly greater. However, where overspends are being predicted Corporate Directors, in accordance with Financial Regulations, must keep the position under close, continuous review and, where necessary, identify compensatory savings. Consequently, the Corporate Director - Resources will be monitoring closely those Directorates that have so far projected adverse end of year variances that are material.
- 12.5 The 2009/10 budget process also included an assessment of the robustness of expenditure and income forecasts including identification of the key risk areas. This report continues the development of that process by explicitly commenting on the current status of those risk areas within Appendix 2A-G.

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

- 13.1 The Local Government Act 1999, Section 3, requires all authorities to 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness'. Performance monitoring of corporate plans is an important way in which that obligation can be fulfilled and regular monitoring reports to members on performance and actions arising from

those reports will demonstrate that the Council has undertaken activity to satisfy the statutory duty.

13.2 Under the Local Government Act 1972, the budget monitoring framework underpins the Council's section 151 legal framework to ensure there are sound and robust systems of financial administration, financial management and strategic financial planning advice for the Authority as a whole. In addition, it enables the Council to plan and control its income and expenditure through the financial year and report to managers and members the Authority's financial position.

13.3 Further, the Local Government Act 2003 requires the Chief Finance Officer to review the robustness of the budget estimates and its impact on reserves periodically in year through regular budget monitoring. Also, where there has been deterioration in the Authority's financial position it requires the Authority to take action to address the situation.

14 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

15 ANTI POVERTY COMMENTS

15.1 Reducing poverty is an implicit priority within the Strategic Plan.

16 RISK MANAGEMENT IMPLICATIONS

16.1 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.

16.2 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.

16.3 The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

17 INDEX OF APPENDICES

Appendix	Detailing the following:
1	Tower Hamlets Index Progress Report to 30 June 2009
2A-G	Details of outturn and explanation of significant variances / risks for each Directorate
3A-C	Details of trading accounts and explanation of significant variances / risks
4A-C	Budget/Target Adjustments
5	Efficiency Savings Targets 2009/10
6	Housing Revenue Account – Income & Expenditure 2009/10

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





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

Brief description of "background paper"	Name and telephone number of holder and address where open to inspection		
	Performance Manager	Stephanie Ford	x3186
	Corporate Finance	Gary Moss	x4223

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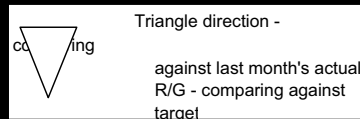
PERFORMANCE INFORMATION
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APPENDIX 1


PI Ref No	PI Description	Actual 08/09	Actual April	Actual May	Estimate June	Actual June	Target 09-10	Responsible Officer	Traffic Light - comparing estimate against actual	Direction of Travel - comparing to this time last year
<div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Triangle direction - against last month's actual R/G - comparing against target</p> </div> </div>										
Theme 1: One Tower Hamlets										
RES038_ Strategic101	Percentage of Undisputed Invoices Paid on Time Good performance: Higher	88.38	89.82	85.81	98	83.73	98	Claire Symonds Resources ClIr J Peck	-14.6	RED 
<p>Monthly Performance: Going back to the manual system has taken some time to complete creating backlogs in some areas which are now being addressed. The disputed invoices are traditionally only taken into account when calculating the performance for the whole year. However, from July we will include in reporting a figure that takes into account disputed invoices and will report both figures from July. Removing the disputed invoices will report a 91.53% performance level for June.</p>										
CE045a_ RES045a_ Strategic102	Percentage of top 5% of earners of Local Authority staff that are women. Good performance: Higher	50.47	48.89	48.76	50	48.56	50	Deb Clarke Resources ClIr O Ahmed	-2.90%	RED 
<p>Monthly Performance: It should be noted that performance against the top 5% of earners that are female can be subject to significant movements over short periods of time. This is because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.4%. There have been a number of women appointed to senior posts recently. Once they they take up their posts, performance is expected to be back on target.</p>										
RES044a_ Strategic103	The percentage of the top 5% of Local Authority staff who are from an ethnic minority. Good performance: Higher	17.1	15.99	16.45	19.08	16.38	25	Deb Clarke Resources ClIr O Ahmed	-14.20%	RED 

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Monthly Performance: It should be noted that performance against the top 5% of earners that are from BME groups can be subject to significant movements over short periods of time. This is because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.4%. Achieving the end of year target of 25% will require the appointment of 20 senior BME managers. The current rate of turnover (year ending June 2009) at senior manager level is 6% per annum. This generates approximately 14 vacancies a year so it is unlikely, when recruitment to current vacancies and with current rates of turnover, that the end of year target will be achieved. In the longer term, achieving the 2011/12 target of 30% would require an additional 36 BME senior managers to be recruited. Provisions in the Government's Equality Bill may assist the Council in achieving future targets. Work is underway that will impact over both the short and long term. The most immediate impact will be through recruitment activity. To support this work is underway to retender the contract for executive search and selection consultants.

RES002. Strategic104	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.) Good performance: Higher	2.1	2.11	1.42	2.75	1.42 R	4.7	Deb Clarke Resources Cllr O Ahmed	-48.40%	RED 
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




Monthly Performance: It should be noted that performance against the top 5% of earners that are Disabled can be subject to significant movements over short periods of time. This is because of the relatively small number of staff included in the calculation compared to the workforce as a whole. One employee in this group is currently equal to 0.7% (difference in women and ethnic minority calculation due to disparity in staff answering disability question). Achieving the end of year target of 4.7% will require an increase of 8 senior managers in this group. This can be achieved through a combination of new appointments and existing managers declaring that they are disabled.

Performance against this target is adversely effected because 27% of the Council's workforce have not confirmed whether or not they are disabled (as defined by the Disability Discrimination Act). This information is requested on job applications and when new employees start work for the Council. To address this, a staff equality audit will be undertaken during 2009/10. This indicator will also benefit from work that is underway to retender the contract for executive search and selection consultants. This contract will place greater emphasis on support Council's aims to achieve a workforce that reflects its community.

Disabled staff are able to access the support the Council provides for management development and career progression opportunities. This issues have already been discussed with the Disabled Staff Forum whose views were taken into account when producing this year's action plan to support the Workforce to Reflect the Community Strategy.






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								 Triangle direction - against last month's actual R/G - comparing against target		
CE046a. RES046a. Strategic105	Number of working days/shifts lost to sickness absence per employee. Good performance: Lower	8.95	8.79	8.77	8.46	8.82	7	Deb Clarke Resources Cllr O Ahmed	-4.30%	RED 
<p>Monthly Performance: There has been a small increase (0.05 days) between May and June. Provided a downward trend is resumed through the Summer, the end of year target is still achievable. However, this will depend on the impact of the swine flu pandemic on staff absence. CMT recently considered the latest quarterly sickness monitoring report and agreed a number of measures aimed at improving performance. The Performance Review Group is continuing to scrutinise sickness absence levels on a quarterly basis. This includes a requirement for Service Heads whose teams have the highest levels of sickness to produce action plans for how they will manage a reduction in absence levels.</p>										
CE001a. Strategic106	Response time to members enquiries - % completed within 10 working days - Corporate Good performance: Higher	76.31	86	84	85	87	85	Beverley McKenzie Chief Executive's Cllr J Peck	2.40%	GREEN 
CE053a. RES053a. Strategic107	Percentage of complaints completed in time - Council as a whole - Stage 1 Good performance: Higher	82		86	81	89	85	Ruth Dowden Resources Cllr J Peck	9.90%	GREEN 
RES057. Strategic109	Percent of calls to Hot Lines answered Good performance: Higher	92.9	91.9	93.8	95	93.9	95	Keith Paulin Resources Cllr J Peck	-1.20%	RED 
<p>Monthly Performance: There has been continued performance improvement, however lower performance on Housing Benefit and Council Tax lines meant the target was missed. Continuing technical issues with VIP phone system which may not be resolved until the system is replaced with the new BT Nortel system in November.</p>										

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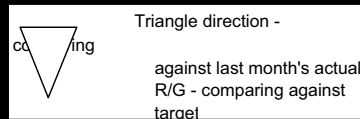
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								 Triangle direction - against last month's actual R/G - comparing against target		
RES058_ Strategic110	Average waiting time for calls to Hot Lines to be answered Good performance: Lower	33	42	34	30	29	30	Keith Paulin Resources Cllr J Peck	3.30%	GREEN 
RES059_ Strategic111	First contact resolution of calls to Hot Lines Good performance: Higher	90	91	92	90	91	90	Keith Paulin Resources Cllr J Peck	1.10%	GREEN 
Theme 2: A Great Place to Live										
CPAC02c_ Strategic202	Number of physical visits to public library premises per 1000 population Good performance: Higher	9284.76		1,476.61	2,300.59	2,153.20	9,361.80	Heather Bonfield Communities, Localities & Culture Cllr R Ahmed	-6.40%	RED 
<p>Monthly Performance: Construction above Idea Store Canary Wharf has had a detrimental impact on visitor numbers to this store. Targets were set in 2007 on the assumption that all four Idea Stores would be fully operational. Prior to construction work, the average monthly visitor figure at ISCW was 28,182. This dropped to 19,000 - 23,000 monthly visits. Had performance continued as prior to construction, the estimated outturn for June 2009 would have been 2,382.15, which is above target.</p> <p>Construction above Idea Store Canary is scheduled to finish in August 2009 and visitor numbers at ISCW are showing signs of recovery. A number of events to "relaunch" ISCW are planned to help increase visitor numbers.</p>										
LAANI192_ National192_ Strategic211	Percentage of household waste sent for reuse, recycling and composting Good performance: Higher	19.26		25.25 (prov)	25.13 (Prov)	25.37 (Prov)	26	Jamie Blake Communities, Localities & Culture Cllr A Ullah	1%	GREEN 

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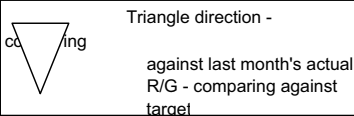


APPENDIX 1

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<p>Monthly Performance: This is a provisional figure as we are still awaiting actual tonnage report from Powerday (Residual MRF).</p>										
NEW THH Strategic224	Percentage residents satisfied with outcome to ASB Good performance: Higher	47.6			60	37	60	Gavin Cansfield Tower Hamlets Homes Cllr M Francis	-38.30%	
<p>Monthly Performance: A combination of reasons have led to performance: the current system of investigation for P2 cases is ineffective and poorly managed; P2 cases are not monitored by Seniors/Managers; poor performance is not tackled at either Housing Office or LBTH level; Housing Officers are not using the database effectively despite training; Housing Officers seem to be waiting for the launch of the new ASB team and not tackling any new cases. LBTH have been served with notification of withdrawal from the SLA. LBTH CSS to be asked to respond at next SLA liaison meeting on 21 /7/09 on P1 cases. THH ASB team for P2 cases to be launched on 27/7/09. SIP in place. It is expected that performance will acheive target in March 2010</p>										
NEW THH Strategic225	Average time to re-let property (days) (ex BV212) Good performance: Lower	34	22.28	23.89	28	23.68	31	Gavin Cansfield Tower Hamlets Homes Cllr M Francis	15.40%	
NEW THH Strategic226	Total service charge debt outstanding at year end Good performance: Lower	15.3	14.1	13.9	15	22.9	15	Gavin Cansfield Tower Hamlets Homes Cllr M Francis	-52.70%	
<p>Monthly Performance: The increase in the total debt is due to the 2009/10 service charge estimates (approx £8m) being issued during June. A Recovery strategy is now fully operational and it is expected that performance will reach target by year end.</p>										






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NEW THH Strategic227	Rent collected as percentage of rent due Good performance: Higher	99.66	95.37	99.4	101	101.42	101	Gavin Cansfield Tower Hamlets Homes Cllr M Francis	0.40%	
Theme 3: A Prosperous Community										
LAANI117, National117, Strategic308	16 to 18 year olds who are not in education, employment or training (NEET) Good performance: Lower	6.7	8.5	7.9	8.4	8.6	6.25	Mary Durkin Children, Schools & Families Cllr A Asad	-2.40%	RED 
Monthly Performance: The target of 6.25 is the target for the year, monthly reduction targets are set to incrementally to reduce the NEET figure over the course of the year. The target for June 2009 is 8.4 and we have narrowly missed the target by 0.2%. However, there has been a significant improvement compared to the same period last year where the NEET figure was 9.6. We are continuing to reduce the number of young people who are NEET in line with our monthly targets and are on track to achieve the annual target of 6.25.										
LAANI151, National151, Strategic311	Overall Employment rate (working-age) Good performance: Higher	60.8	61.7	61.7	54.9	61.7	54.9	Nick Smales Development & Renewal Cllr O Rahman	12.40%	GREEN 
Theme 4: A Safe and Supportive Community										
LAANI015, National015, Strategic402	Number of most serious violent crimes per 1,000 population Good performance: Lower	2.35		0.55	0.57	0.64	2.28	Andy Bamber Communities, Localities & Culture Cllr A Ullah	-12.30%	

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<p>Monthly Performance: The numbers are small so any fluctuations can show big percentage changes. The council has funded the police with £40k to deliver additional patrols to reduce acquisitive crime. The police have ensured that hotspots are identified and tasked for additional patrols on a weekly basis by the Robbery squad. These proactive patrols have resulted in over 155 arrests for acquisitive crime.</p>										
LAANI016. National016. Strategic403	Number of serious acquisitive crimes per 1,000 population Good performance: Lower	25.51		3.55	6.26	4.46	25.05	Andy Bamber Communities, Localities & Culture Clr A Ullah	28.80%	GREEN 
LAANI033i. National033i. Strategic407	Arson incidents - Number of deliberate primary fires per 10,000 population. Good performance: Lower	9.99		1.37	3	1.86	11.9	Andy Bamber Communities, Localities & Culture Clr A Ullah	38%	GREEN 
LAANI033ii. National033ii. Strategic408	Number of deliberate secondary fires per 10,000 population. (Arson) Good performance: Lower	20.99		1.19	8.95	1.64	35.8	Andy Bamber Communities, Localities & Culture Clr A Ullah	81.70%	GREEN 

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	182	175	175	0	
Income	0			0	
A02 Divisional Management & Administration	182	175	175	0	
Expenditure	82	82	82	0	
Income	-82	-82	-82	0	
A04 Preventative Technology	0	0	0	0	
Expenditure	1,119	1,119	1,029	-90	
Income	-41	-41	-41	0	
A05 Carers Programme	1,078	1,078	988	-90	
Expenditure	2,125	2,079	2,029	-50	
Income	0			0	
A09 Elders Assessment & Care Management	2,125	2,079	2,029	-50	
Expenditure	112	108	108	0	
Income	0			0	
A11 Physical Disabilities Sub Division	112	108	108	0	
Expenditure	1,090	1,066	1,066	0	
Income	0			0	
A12 Physical Disabilities Assessment	1,090	1,066	1,066	0	
Expenditure	91	89	89	0	
Income	-35	-35	-35	0	
A13 Learning Disabilities Sub Division	56	54	54	0	
Expenditure	798	783	783	0	
Income	-79	-79	-79	0	
A14 Learning Disabilities Assessment	719	704	704	0	
Expenditure	1,890	1,851	1,807	-44	
Income	-4	-4	-4	0	
A15 Occupational Therapy	1,886	1,847	1,803	-44	
Expenditure	908	902	1,052	150	Increase in demand for equipment has resulted in an increase in spend
Income	0			0	Requirement for testing of electronic equipment has also increased spend without any increase in funding to cover it
A16 Occupational Therapy - Contribution	908	902	1,052	150	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	489	481	481	0	
Income	-127	-127	-127	0	
A17 HIV Drugs Alcohol	362	354	354	0	
Expenditure	1,366	1,334	1,334	0	
Income	0		0	0	
A18 Hospital Social Work Teams	1,366	1,334	1,334	0	
Expenditure	207	207	297	90	
Income	0		-90	-90	
A19 Vulnerable Adults	207	207	207	0	
Expenditure	317	317	317	0	
Income	-123	-123	-123	0	
A23 Mental Health Sub Division M&A	194	194	194	0	
Expenditure	3,299	3,243	3,243	0	
Income	-483	-482	-482	0	
A24 Area Mental Health Teams	2,816	2,761	2,761	0	
Expenditure	498	490	490	0	
Income	-34	-34	-34	0	
A25 Mental Health Day Centres	464	456	456	0	
Expenditure	103	102	102	0	
Income	0			0	
A30 Adult Resources Sub Division	103	102	102	0	
Expenditure	691	683	623	-60	
Income	-1	-1	-1	0	
A31 Physical Disabilities	690	682	622	-60	
Expenditure	463	456	456	0	
Income	-5	-5	-5	0	
A32 Learning Disabilities Day Centre	458	451	451	0	
Expenditure	1,691	1,673	1,673	0	
Income	-44	-44	-44	0	
A33 Elders Day Centres	1,647	1,629	1,629	0	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	6,649	6,505	6,505	0	
Income	0			0	
A34 Home Care	6,649	6,505	6,505	0	
Expenditure	257	252	252	0	
Income	0			0	
A37 Emergency Duty Team	257	252	252	0	
Expenditure	168	168	168	0	
Income	0			0	
A38 Older People And Homele	168	168	168	0	
Expenditure	521	529	529	0	
Income	-178	-178	-178	0	
A41 Personalisation	343	351	351	0	
Expenditure	24,428	24,417	24,508	91	
Income	-3,343	-3,344	-3,383	-39	
A42 Elders Commissioning	21,085	21,073	21,125	52	
Expenditure	23,085	23,079	22,980	-99	The additional income is due to an increase in the number of clients being funded under NHS continuing care.
Income	-3,609	-3,609	-3,863	-254	
A43 Learning Disabilities Commissioning	19,476	19,470	19,117	-353	
Expenditure	10,059	10,052	10,167	115	Increase in expenditure is due to increase in costs and numbers in Residential Care. The additional income is due to an increase in the numbers being funded under NHS continuing care, as well as the interpretation of cases under new NHS guidance.
Income	-1,617	-1,617	-1,966	-349	
A44 Mental Health Commissioning	8,442	8,435	8,201	-234	
Expenditure	7,346	7,340	7,820	480	Increase in expenditure is due to increase in costs and numbers in Home Care. The additional income is due to an increase in the numbers being funded under NHS continuing care, as well as the interpretation of cases under new NHS guidance.
Income	-933	-933	-1,604	-671	
A45 Physical Disabilities Commissioning	6,413	6,407	6,216	-191	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	260	260	260	0	
Income	-151	-151	-151	0	
A46 HIV Commissioning	109	109	109	0	
Expenditure	37,584	37,377	37,860	483	The projected overspend is due to a combination of the staffing budget overspending in the transitional period before the new structure is implemented, the numbers in temporary households being greater than budgetted for and an underpend in the provision for bad debts as a result of a much improved performance. The income position is favourable because of more administration income than expected, which is related to the number of homeless households, and increased grant.
Income	-36,538	-36,538	-37,362	-824	
A49 Homeless & Housing Advice Services	1,046	839	498	-341	
Expenditure	16,945	16,945	16,854	-91	
Income	-16,806	-16,806	-16,715	91	
A50 Supporting People	139	139	139	0	
Expenditure	173	172	172	0	
Income	0			0	
A53 Strategic Division M&A	173	172	172	0	
Expenditure	517			0	
Income	-111			0	
A54 Policy and Planning	406	0	0	0	
Expenditure	392	420	420	0	
Income				0	
A55 Quality and Performance	392	420	420	0	

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	388	387	387	0	
Income				0	
A56 Adult Services IT	388	387	387	0	
Expenditure	390			0	
Income	-72			0	
A57 Strategic Projects	318	0	0	0	
Expenditure	559	444	444	0	
Income	-27	-1	-1	0	
A58 Technical Resources	532	443	443	0	
Expenditure	572	556	556	0	
Income				0	
A59 Corporate Services	572	556	556	0	
Expenditure	497	497	497	0	
Income				0	
A61 Bus Supp & Prog Management	497	497	497	0	
Expenditure	474	474	474	0	
Income	-111	-111	-111	0	
A62 Strategy and Policy	363	363	363	0	
Expenditure	587	587	587	0	
Income	0			0	
A66 Learning and Development	587	587	587	0	
Expenditure	26	26	26	0	
Income				0	
A68 Supported Employment	26	26	26	0	
Expenditure	1,132	1,109	1,109	0	
Income	-9	-9	-9	0	
A71 Finance Services	1,123	1,100	1,100	0	
Expenditure	161	158	158	0	
Income				0	
A72 Budget Shortfall Contingency	161	158	158	0	
Expenditure	4,272	4,272	4,272	0	
Income				0	
A90 Support Services Holding Account	4,272	4,272	4,272	0	
Adults' Health & Wellbeing Total	90,897	88,912	87,751	-1,161	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	4,239	5,052	5,052	0	
Income	-4,105	-4,918	-4,918	0	
G02 Pre-Primary Education	134	134	134	0	
Expenditure	119,514	131,264	131,264	0	
Income	-115,510	-127,261	-127,261	0	
G04 Primary Education	4,004	4,003	4,003	0	
Expenditure	111,855	124,033	124,033	0	
Income	-106,517	-118,695	-118,695	0	
G06 Secondary Education	5,338	5,338	5,338	0	
Expenditure	11,800	15,037	15,037	0	
Income	-11,319	-14,556	-14,556	0	
G08 Special Education	481	481	481	0	
Expenditure	628	619	619	0	
Income	-251	-251	-251	0	
G10 EYCL M&A	377	368	368	0	
Expenditure	6,215	6,196	6,196	0	
Income	-5,699	-5,699	-5,699	0	
G11 Early Years	516	497	497	0	
Expenditure	2,765	2,719	2,719	0	
Income	-39	-39	-39	0	
G12 Local Authority Day Nurseries	2,726	2,680	2,680	0	
Expenditure	10,510	10,510	11,690	1,180	
Income	-10,510	-10,510	-11,690	-1,180	
G13 Childrens Centres	0	0	0	0	
Expenditure	580	568	568	0	
Income	-28	-28	-28	0	
G14 School Improvement Primary	552	540	540	0	
Expenditure	2,161	2,118	2,300	182	
Income	-753	-753	-917	-164	
G15 Pupil & Student Services	1,408	1,365	1,383	18	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	9,499	9,499	9,499	0	
Income	-5,227	-5,227	-5,227	0	
G16 Special Educational Needs	4,272	4,272	4,272	0	
Expenditure	3,283	3,283	3,283	0	
Income	-3,230	-3,230	-3,230	0	
G17 Support For Learning Service	53	53	53	0	
Expenditure	1,010	988	1,403	415	
Income	-322	-322	-738	-416	
G18 Educational Psychology	688	666	665	-1	
Expenditure	1,614	1,604	3,766	2,162	
Income	-174	-174	-2,376	-2,202	
G19 Equalities and Parental Engagement	1,440	1,430	1,390	-40	
Expenditure	172	169	169	0	
Income			0	0	
G20 Governors Services	172	169	169	0	
Expenditure	258	253	253	0	
Income			0	0	
G21 One O'clock Clubs	258	253	253	0	
Expenditure	151	148	148	0	
Income			0	0	
G25 Young People & Learning M&A	151	148	148	0	
Expenditure	628	623	623	0	
Income	-199	-199	-199	0	
G26 School Improvement Secondary	429	424	424	0	
Expenditure	64	64	64	0	
Income	0	0	0	0	
G27 14 - 19 Year Olds	64	64	64	0	
Expenditure	0	0	264	264	
Income	0	0	-264	-264	
G28 Educational Improvement P'ship	0	0	0	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	3,981	3,981	4,480	499	
Income	-3,981	-3,981	-4,480	-499	
G29 PRU	0	0	0	0	
Expenditure	0	0	905	905	
Income	0	0	-905	-905	
G30 Music/Arts Education	0	0	0	0	
Expenditure	396	388	388	0	
Income	-10	-10	-10	0	
G33 E-Learning	386	378	378	0	
Expenditure	597	594	594	0	
Income	-186	-186	-186	0	
G37 Youth & Community Learning M&A	411	408	408	0	
Expenditure	3,731	3,697	3,697	0	A material overspend in Lifelong Learning is anticipated. However if the proposed restructure of the service is implemented this will be mitigated. At this stage there is some uncertainty about this so it should be reported as a <i>risk</i> .
Income	-3,255	-3,255	-3,255	0	
G38 Lifelong Learning	476	442	442	0	
Expenditure	8,016	7,975	11,928	3,953	
Income	-721	-721	-4,675	-3,954	
G39 Youth & Connexions Service	7,295	7,254	7,253	-1	
Expenditure	1,192	1,168	1,168	0	
Income	-263	-263	-263	0	
G40 Junior Youth Service	929	905	905	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	148	147	390	243	
Income	0	0	-243	-243	
G41 Health Through Education	148	147	147	0	
Expenditure	761	745	1,054	309	
Income	-14	-14	-322	-308	
G42 Community Languages Team	747	731	732	1	
Expenditure	60	59	59	0	
Income			0	0	
G43 Out-of-hours Learning & Study Supp	60	59	59	0	
Expenditure	1,318	1,318	1,338	20	
Income	-60	-60	-80	-20	
G44 Extended Schools	1,258	1,258	1,258	0	
Expenditure	933	931	931	0	
Income	-933	-933	-933	0	
G46 Community Premises	0	-2	-2	0	
Expenditure	263	259	259	0	
Income			0	0	
G49 Childrens Social Care M&A	263	259	259	0	
Expenditure	1,982	1,945	1,945	0	
Income	-63	-63	-63	0	
G50 Child Protection & Reviewing	1,919	1,882	1,882	0	
Expenditure	651	637	637	0	
Income			0	0	
G51 Childrens Resources : Management	651	637	637	0	
Expenditure	1,515	1,484	1,484	0	
Income			0	0	
G52 Childrens Resources : Resident	1,515	1,484	1,484	0	
Expenditure	2,480	2,430	2,430	0	
Income	-31	-31	-31	0	
G53 Childrens Resources : Family	2,449	2,399	2,399	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	18,032	18,032	18,032	0	
Income	-616	-616	-616	0	
G54 Childrens Resources : Commissioni	17,416	17,416	17,416	0	
Expenditure	2,236	2,188	2,198	10	
Income	0	0	-10	-10	
G55 Children Looked After	2,236	2,188	2,188	0	
Expenditure	2,533	2,499	2,499	0	
Income	-169	-169	-169	0	
G56 Leaving Care	2,364	2,330	2,330	0	
Expenditure	6,837	6,722	7,248	526	Steady increases in activity in this area has necessitated recruitment of agency staff in order to ensure children are safeguarded. Plans are in place to reduce demands on the service and therefore costs.
Income	-12	-12	-12	0	
G57 Fieldwork	6,825	6,710	7,236	526	
Expenditure	2,573	2,569	2,569	0	
Income	-211	-211	-211	0	
G58 Integrated Services for CWD	2,362	2,358	2,358	0	
Expenditure	313	307	307	0	
Income	-44	-44	-44	0	
G59 Emergency Duty Team	269	263	263	0	
Expenditure	1,547	1,527	2,091	564	
Income	-864	-864	-1,400	-536	
G60 Youth Offending Service	683	663	691	28	
Expenditure	1,623	1,623	1,623	0	
Income	0	0	0	0	
G61 Children-Mental Health (CAMHS)	1,623	1,623	1,623	0	
Expenditure	564	553	540	-13	
Income	-40	-40	-50	-10	
G65 SPP M&A	524	513	490	-23	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	1,891	1,886	1,886	0	
Income	-34	-34	-34	0	
G67 Commissioned Services	1,857	1,852	1,852	0	
Expenditure	33,714	33,714	33,714	0	
Income	-31,599	-31,599	-31,599	0	
G68 External Funding & Partnership	2,115	2,115	2,115	0	
Expenditure	126	125	125	0	
Income	-40	-40	-40	0	
G69 Communications	86	85	85	0	
Expenditure	230	230	227	-3	
Income	-155	-155	-155	0	
G70 CIS	75	75	72	-3	
Expenditure	1,066	1,046	998	-48	
Income	0	0	0	0	
G71 Performance Research & Statistics	1,066	1,046	998	-48	
Expenditure	260	255	255	0	
Income	0	0	0	0	
G72 Programme Management	260	255	255	0	
Expenditure	0	0	0	0	
Income	0	0	0	0	
G73 Quality Audit & Project Management	0	0	0	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	0	0	0	0	
Income	0	0	0	0	
G74 Quality & Performance	0	0	0	0	
Expenditure	687	677	677	0	
Income	-379	-379	-379	0	
G75 IT Social Care	308	298	298	0	
Expenditure	266	264	264	0	
Income	-26	-26	-26	0	
G79 Childrens Services Resources	240	238	238	0	
Expenditure	438	432	432	0	
Income	0	0	0	0	
G80 Information & Support Services	438	432	432	0	
Expenditure	1,089	1,073	1,073	0	
Income	-467	-467	-467	0	
G81 Building Dev & Tech Service	622	606	606	0	
Expenditure	11,444	11,414	11,414	0	
Income	-1,171	-1,171	-1,171	0	
G82 Childrens Services Finance	10,273	10,243	10,243	0	
Expenditure	1,718	1,590	1,590	0	
Income	0	0	0	0	
G83 Childrens Services HR	1,718	1,590	1,590	0	

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	50	49	49	0	
Income	0	0	0	0	
G84 Teacher Recruitment	50	49	49	0	
Expenditure	666	666	666	0	
Income	-64	-64	-64	0	
G85 Learning & Development	602	602	602	0	
Expenditure	793	786	1,014	228	
Income	-424	-424	-810	-386	
G86 PDC	369	362	204	-158	
Expenditure	849	849	939	90	
Income	0	0	0	0	
G89 Building Schools for the Future	849	849	939	90	
Expenditure	0	0	0	0	
Income	0	0	0	0	
G91 Holding accounts	0	0	0	0	
Total	96,795	95,887	96,276	389	
Add: Trading Accounts (See Appendix 3)	0	0	2	2	
Children's Services Total	96,795	95,887	96,278	391	

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	1,702	1,653	1,653	0	
Income	-1,702	-1,667	-1,667	0	
E01 Management & Support	0	-14	-14	0	
Expenditure	586	575	575	0	
Income	-586	-575	-575	0	
E10 Street Services Management & Admin	0	0	0	0	
Expenditure	30,563	30,549	30,549	0	
Income	-5,034	-5,035	-5,035	0	
E11 Waste & Cleansing Services	25,529	25,514	25,514	0	
Expenditure	11,850	11,843	11,843	0	
Income	-2,080	-2,080	-2,080	0	
E12 Transportation & Highways	9,770	9,763	9,763	0	
Expenditure	1,721	1,690	1,690	0	
Income	-1,721	-1,690	-1,690	0	
E14 Local Enforcement Teams	0	0	0	0	
Expenditure	125	122	122	0	
Income	-125	-122	-122	0	
E20 Environment Control Manager	0	0	0	0	
Expenditure	2,469	2,399	2,399	0	
Income	-884	-873	-873	0	
E21 Trading Standards	1,585	1,526	1,526	0	

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	6,738	6,656	6,656	0	
Income	-1,266	-1,278	-1,278	0	
E22 Environmental Health	5,472	5,378	5,378	0	
Expenditure	5,107	5,110	5,110	0	
Income	-3	-3	-3	0	
E23 Concessionary Fares	5,104	5,107	5,107	0	
	10,467	10,467	10,467	0	
	-10,467	-10,467	-10,467	0	
E24 Parking Control	0	0	0	0	
Expenditure	845	817	817	0	
Income	-438	-426	-426	0	
E36 Health & Safety	407	391	391	0	
Expenditure	394	386	386	0	
Income	-394	-386	-386	0	
E40 Divisional Management	0	0	0	0	
Expenditure	10,109	9,960	9,960	0	
Income	-1,630	-1,630	-1,630	0	
E41 Idea Stores Management	8,479	8,330	8,330	0	
Expenditure	5,053	5,381	5,381	0	
Income	-233	-530	-530	0	
E42 Sports & Physical Activity	4,820	4,851	4,851	0	
Expenditure	6,935	6,837	6,837	0	
Income	-1,087	-829	-829	0	
E43 Parks & Open Spaces	5,848	6,008	6,008	0	

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	1,923	2,257	2,257	0	
Income	-392	-748	-748	0	
E44 Arts & Events	1,531	1,509	1,509	0	
Expenditure	840	840	840	0	
Income	-840	-840	-840	0	
E45 Mile End Park	0	0	0	0	
Expenditure	150	157	157	0	
Income	0	0	0	0	
E51 Head of Crime Reduction	150	157	157	0	
Expenditure	2,138	2,424	2,424	0	
Income	-189	-189	-189	0	
E53 Partnership and Performance	1,949	2,235	2,235	0	
Expenditure	1,946	2,089	2,089	0	
Income	-800	-800	-800	0	
E54 Operations	1,146	1,289	1,289	0	
Expenditure	904	891	891	0	
Income	-77	-77	-77	0	
E55 Policy & Victims	827	814	814	0	
Expenditure	3,450	3,863	3,863	0	
Income	-2,151	-2,151	-2,151	0	
E56 Drugs Action Team	1,299	1,712	1,712	0	

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	2,476	2,459	2,459	0	
Income	-1,893	-1,892	-1,892	0	
E61 Participation & Engagement	583	567	567	0	
Expenditure	0			0	
Income	0			0	
E62 Working Neighbourhoods Fund	0	0	0	0	
Total	74,499	75,137	75,137	0	
Add: Trading Accounts (See Appendix 3)	-2,080	0	0	0	
Communities, Localities & Culture Total	72,419	75,137	75,137	0	

DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	2,728	3,323	3,308	-15	
Income	-918	-1,221	-1,221	0	
J04 Major Project & Development	1,810	2,102	2,087	-15	
Expenditure	2,731	3,545	3,769	224	Risk: The Directorate budget includes a high level of income from development fees. These are forecast to decline significantly as a direct consequence of the current 'credit crunch' and its impact on the property market. Currently however, planning fee income received is at budgeted levels, although it must be stressed that this is due to various one-off large applications being received, and very few major applications are anticipated in the near future. This could cause severe budgetary pressures in 2009-10 and later years.
Income	-2,240	-3,007	-3,221	-214	
J06 Development Decisions	491	538	548	11	
Expenditure	2,670	2,644	2,644	0	
Income	-1,128	-1,128	-1,128	0	
J08 External Project Funding	1,542	1,516	1,516	0	
Expenditure	660	660	660	0	
Income			0	0	
J10 Match Funding	660	660	660	0	
Expenditure	1,941	2,166	2,166	0	
Income	-391	-438	-438	0	
J12 Resources	1,550	1,727	1,727	0	
Expenditure	5,602	5,380	5,392	11	
Income	-116	-240	-240	0	
J14 Management & Support Services	5,486	5,140	5,152	11	
Expenditure	2,211	2,211	2,211	0	
Income	-605	-704	-704	0	
J16 Asset Management	1,606	1,507	1,507	0	

DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	660	1,483	1,478	-5	
Income		-638	-638	0	
J18 Olympics	660	845	840	-5	
Expenditure	6,845	5,969	6,079	111	Risk: The Local Labour in Construction service has been historically funded through a combination of Housing Capital, HRA and Section 106 resources, and trading income. The service transferred to Development and Renewal from the former Housing Directorate in April 2008, and it soon became apparent that the assumed levels of external funding would not be realised. A review of the service was agreed as part of the 2009-10 budget process in order to ease pressures in future years.
Income	-2,948	-2,534	-2,645	-111	
J20 Regeneration Strategy Sustainability	3,897	3,434	3,434	0	
Expenditure		368	368	0	Risk: The Housing Regeneration team has been historically funded from Housing Capital resources. With the focus of the team now centered on the two main regeneration projects at Blackwall Reach and the Ocean Estate, the flexibility for charging schemes is reduced. Alternative funding sources are being determined to ensure that costs are contained within budgets. These will include eligible expenditure being financed through Housing and Planning Delivery Grant.
Income		-450	-450	0	
J22 Housing Regeneration	0	-82	-82	0	
Total	17,702	17,388	17,390	2	
Add: Trading Accounts (See Appendix 3)	0	0	30	30	
Development & Renewal Total	17,702	17,388	17,420	32	

CHIEF EXECUTIVE'S	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	3,344	3,316	3,582	266	The budget manager reports pressures on expenditure from structural under-funding of posts and on income due to the reduction in advertising revenue arising from the economic downturn.
Income	-3,344	-3,344	-3,214	130	
C14 Communications	0	-28	368	396	
Expenditure	664	653	653	0	
Income	0	0	0	0	
C16 Strategy & Performance	664	653	653	0	
Expenditure	3,943	3,894	3,894	0	
Income	-3,649	-3,649	-3,649	0	
C52 Legal Services	294	245	245	0	
Expenditure	2,338	1,907	1,907	0	
Income	-556	-142	-142	0	
C54 Scrutiny & Equalities	1,782	1,765	1,765	0	
Expenditure	1,063	1,051	1,051	0	
Income	-393	-393	-393	0	
C56 Registration of Births, Deaths	670	658	658	0	
Expenditure	605	596	596	0	
Income	0	0	0	0	
C58 Electoral Registration	605	596	596	0	
Expenditure	30	30	30	0	
Income	0	0	0	0	
C60 Borough Elections	30	30	30	0	
Expenditure	2,741	2,715	2,715	0	
Income	-263	-263	-263	0	
C62 Democratic Services	2,478	2,452	2,452	0	
Expenditure	830	830	830	0	
Income	0	0	0	0	
C78 Demo Representation & Mgt	830	830	830	0	
Expenditure	4,041	3,996	3,996	0	
Income	-523	-523	-523	0	
C80 Corporate Management	3,518	3,473	3,473	0	
Chief Executive's Total	10,871	10,674	11,070	396	

CORPORATE REVENUE BUDGET MONITORING 2009/10 (1st QUARTER)

APPENDIX 2F

RESOURCES Directorate	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	2,261	2,233	2,233	0	
Income	-2,261	-2,261	-2,261	0	
R32 Corporate Finance	0	-28	-28	0	
Expenditure	923	913	913	0	
Income	-923	-923	-923	0	
R34 Internal Audit	0	-10	-10	0	
Expenditure	35,210	35,167	35,167	0	
Income	-31,159	-31,159	-31,159	0	
R36 Council Tax & NNDR	4,051	4,008	4,008	0	
Expenditure	992	977	977	0	
Income	-752	-752	-752	0	
R38 Procurement	240	225	225	0	
Expenditure	592	584	584	0	
Income	-592	-592	-592	0	
R40 Risk Management	0	-8	-8	0	
Expenditure	1,225	1,212	1,212	0	
Income	-1,225	-1,225	-1,225	0	
R42 Debtors Income Service	0	-13	-13	0	
Expenditure	508	502	502	0	
Income	-508	-508	-508	0	
R44 Cashiers	0	-6	-6	0	
Expenditure	866	855	855	0	
Income	-866	-866	-866	0	
R46 Payments	0	-11	-11	0	

CORPORATE REVENUE BUDGET MONITORING 2009/10 (1st QUARTER)

APPENDIX 2F

RESOURCES Directorate	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	9,737	9,649	9,649	0	
Income	-9,737	-9,737	-9,737	0	
R48 Information Services	0	-88	-88	0	
Expenditure	7,366	7,271	7,271	0	
Income	-3,749	-3,749	-3,749	0	
R50 Contact Centre	3,617	3,522	3,522	0	
Expenditure	21,965	21,912	21,912	0	Projection assumes Anchorage rent increase receives supplementary budget and that Members agree action plan to reduce spend on vacated property.
Income	-18,283	-18,292	-18,292	0	
R52 Admin Buildings	3,682	3,620	3,620	0	
Expenditure	187,969	187,969	187,969	0	
Income	-187,474	-187,474	-187,474	0	
R54 Housing Benefits	495	495	495	0	
Expenditure	467	476	563	87	£87k forecast overspend on Sutton Street which has no running costs budget.
Income	-858	-459	-459	0	
R56 Depots	-391	17	104	87	
Expenditure	6,658	6,558	6,558	0	
Income	-6,125	-6,125	-6,125	0	
R58 Benefits Admin Team	533	433	433	0	
Expenditure	425	421	421	0	
Income	-425	-425	-425	0	
R60 Reprographics	0	-4	-4	0	

RESOURCES Directorate	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	2,058	2,035	2,035	0	
Income	-2,208	-2,208	-2,208	0	
R64 Shared Services	-150	-173	-173	0	
Expenditure	3,687	3,638	3,638	0	
Income	-3,658	-3,658	-3,658	0	
R72 Human Resources	29	-20	-20	0	
Expenditure	388	382	382	0	
Income	-65	-65	-65	0	
R74 Occupational Health	323	317	317	0	
Expenditure	4,962	4,912	4,912	0	
Income	-3,393	-3,393	-3,393	0	
R76 HR/Learning & Development	1,569	1,519	1,519	0	
Expenditure	1,905	1,476	1,476	0	
Income	0	0	0	0	
R82 Non-Distributed Costs	1,905	1,476	1,476	0	
Resources Total	15,904	15,271	15,358	87	

CORPORATE COSTS / CAPITAL FINANCING	Expenditure			Income			Net Variance			Comments/Risks
	Latest Budget	Projected Outturn	Variance	Latest Budget	Projected Outturn	Variance	Latest Budget	Projected Outturn	Variance	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Expenditure/(Income)	19,505	19,505	-	(6,336)	(4,636)	1,700	13,169	14,869	1,700	In the medium term the Council is expecting a significant shortfall in investment income due to the current economic conditions

TRADING ACCOUNT MONITORING
(1st Quarter)
2009-10

Appendix 3A

Children, Schools & Families					Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure			1,277	1,277	
Income			-1,277	-1,277	
Contract Services: Building Cleaning	0	0	0	0	
Expenditure			1,084	1,084	
Income			-1,084	-1,084	
Contract Services: Welfare Catering	0	0	0	0	
Expenditure			8,894	8,894	
Income			-8,894	-8,894	
Contract Services: Schools Catering	0	0	0	0	
Expenditure			165	165	
Income			-165	-165	
Schools Finance Trading A/c	0	0	0	0	
Expenditure			115	115	
Income			-115	-115	
Development Trading A/c	0	0	0	0	
Expenditure			575	575	
Income			-575	-575	
School Keeping Trading A/c	0	0	0	0	
Expenditure			2,121	2,121	
Income			-2,121	-2,121	
Building & Technical Services Trading A/c	0	0	0	0	
Expenditure			669	669	
Income			-669	-669	
89101 Sch. Library Service	0	0	0	0	
Expenditure			100	100	
Income			-100	-100	
89002 HEC. Disbursement	0	0	0	0	

TRADING ACCOUNT MONITORING
(1st Quarter)
2009-10

Appendix 3A

Children, Schools & Families					Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure			135	135	
Income			-135	-135	
89102 HEC. Trading	0	0	0	0	
Expenditure			775	775	
Income			-775	-775	
89107 Music Trading	0	0	0	0	
Expenditure			522	522	
Income			-522	-522	
89105 IT. Trading	0	0	0	0	
Expenditure			259	259	
Income			-259	-259	
89108 Govenors Trading Account	0	0	0	0	
Expenditure			456	456	
Income			-454	-454	
81506 Attendance and Welfare Services SLA Account	0	0	2	2	
Expenditure			124	124	
Income			-124	-124	
89010 Workplace Nursery	0	0	0	0	
Expenditure			1,057	1,057	
Income			-1,057	-1,057	
81602 SLS Trading A/c	0	0	0	0	
Children's Services Total	0	0	2	2	

TRADING ACCOUNT MONITORING
(1st Quarter)
2009-10

Appendix 3B

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

TRADING ACCOUNT MONITORING
(1st Quarter)
2009-10

Appendix 3C

Development & Renewal	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
	£'000	£'000	£'000	£'000	
Expenditure	1,533	1,533	1,277	-256	
Income	-1,533	-1,533	-1,337	196	
Building Control	0	0	-60	-60	
Expenditure	427	427	222	-205	Although fee levels and the budget were both reduced with effect from 1 April 2009, Land Charge search fee income is forecast to be significantly lower than anticipated as a direct consequence of both the current economic climate and competition from personal search companies. Officers are currently assessing alternative means of minimising the impact.
Income	-427	-427	-132	296	
Local Land Charges	0	0	90	90	
Development & Renewal Total	0	0	30	30	

LATEST TARGETS 2009/2010

APPENDIX 4A

Cabinet	Early Retirements Reimbursement	Pay Inflation clawback	LAP Menus Allocated	Latest Targets 2009/2010	LAP Menus Unallocated	Health & Safety Post	Transfer of L & D Function	Pension Fund adj	Latest Targets 2009/2010
£000	£000	£000		£000	£000	£000	£000	£000	£000
Service Budgets									
Adult Services	89,547	(636)		88,911					88,911
Children's Services	96,795	(127)		95,886	1,122		(710)		96,298
Communities, Localities & Culture	74,499	(64)	1,258	75,137		49			75,186
Development and Renewal	17,702	(18)		17,388		(16)		(39)	17,333
Chief Executive	10,871	(17)		10,674		(16)		-	10,658
Resources	15,904	(27)		15,271		(16)	710	39	16,004
Corporate/Capital	14,174	253	(1,258)	13,169	(1,122)				12,047
319,492	-	(3,056)		316,436	-	-	-	-	316,436
Payments to/from Balances									
Corporate Contingency	-								-
Local Public Service Agreement Reserve	(660)								(660)
Parking Control Reserve	(3,040)								(3,040)
Housing Choice Earmarked Reserve	-								-
Efficiency Reserve	689								689
Insurance Fund Earmarked Reserve	500								500
Asset Management Reserve	-								-
Area Based Grant income	(19,055)								(19,055)
General Balances	-								-
TOTAL NET BUDGET	297,926	-	(3,056)	316,436	-	-	-	-	294,870

**LAP MENUS
2009/2010**

APPENDIX B4

Project/Directorate	Total Bought	Value per item	Total Cost
		£	£
Childrens Services			
YIP	8	50,000	400,000
Early GCSE	7	35,000	245,000
YISP	8	35,000	280,000
Family Learning	7	7,500	52,500
Extended Learning	8	18,000	144,000
Total Childrens Services		145,500	1,121,500

CLC			
Public Realm			
Park projects	4	50,000	200,000
Street Lighting	6	10,000	60,000
Speed reduction sign	3	2,500	7,500
Shrubs	8	£1,000 or £1,500	8,500
Litter pickers	2	8,000	16,000
Street Sweeper	3	2,500	7,500
Tree planting	2	6,000	12,000
Total Public Realm		29,000	311,500

Community Safety

Designing out crime	2	40,000	80,000
Drug outreach worker	5	85,000	425,000
Estate Action day	1	8,000	8,000
Zero Tolerance Drug and Crime Operations	4	35,000	140,000
Police Officer **	2	80,000	160,000
CCTV	2	35,000	70,000
ASB Enforcement Day	1	10,000	10,000
Total Community Safety		293,000	893,000

Cultural Services

Youth disabilities project	6	5,000	30,000
Women's Lifeguard Project	3	8,000	24,000
Total Culture		13,000	54,000

Total CLC		335,000	1,258,500
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** Police Officers 2 Year funding
Agreed 09/10 & 10/11

**TARGET ADJUSTMENTS UNDER £250,000
2009/2010**

APPENDIX 4C

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment 2009/2010	Effect on 2010/2011 of Proposed Virement/Target Adjustment	Proposed Non- recurring Virements	Reasons for virement/target adjustments (This text will be included in the report)
	£000	£000	£000	£000	

TARGET ADJUSTMENTS					
From					
Chief Executives	0.0	-16.2	-16.2	0.0	to fund the Health & Safety post transfer
Resources		-16.2	-16.2		
Development & Renewal		-16.2	-16.2		
To					
CLC	0.0	48.6	48.6	0.0	
TARGET TOTAL	0.0	0.0	0.0	0.0	

**TARGET ADJUSTMENTS OVER £250,000
2009/2010**

APPENDIX 4D

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment 2009/2010	Effect on 2010/2011 of Proposed Virement/Target Adjustment	Proposed Non- recurring Virements	Reasons for virement/target adjustments (This text will be included in the report)
	£000	£000	£000	£000	
TARGET ADJUSTMENTS					
From					
Children, Schools & Families G85		(601,700)	(601,700)	0.0	Transfer of the L&D function to OD Resources
Children, Schools & Families G68		(108,000)	(108,000)		
To					
Resources		709,700	709,700	0.0	
TARGET TOTAL		0	0		

**VIREMENTS OVER £250,000
2009/2010**

APPENDIX 4E

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment 2009/2010	Effect on 2010/2011 of Proposed Virement/Target Adjustment	Proposed Non- recurring Virements	Reasons for virement
	£000	£000	£000	£000	
VIREMENTS (OVER £250K)					
Early Years Children & Learning Support for Learning Service (G17)					
Salaries	-			270	
Other Establishments	-			300	
Strategic Partnerships & Performance External Funding - Major Govt Grants (G68)					
Third Party Payments					To transfer the Behaviour Improvement Strategy Grant (ABG) to the Support for Learning Service to reflect the managerial/administrative arrangements.
	570			(570)	
Young People & Learning 14 - 19 Year Olds (G27)					
Third Party Payments	-			1,187	
Youth & Community Learning Youth & Connexions (G39)					
Third Party Payments					To transfer Connexions (Futures) Grant (ABG) to the 14 to 19 Year Old Service to reflect the managerial/administrative arrangements.
	1,187			(1,187)	
VIREMENT TOTAL	1,757	-	-	-	

Cumulative 2009/10 efficiency gains					
		Reported Annual Efficiency Gains	Annual Forecast to Q1 Efficiency Gains	Annual Actuals to Q1 Efficiency Gains	Comment
		2009/10 £000	2009/10 £000	2009/10 £000	
Adults Health & Wellbeing					
SAV/AHWB/01	Efficiencies in Management & Monitoring of Home care	171	43	43	
SAV/AHWB/02	Improved efficiency of procurement of Supplies & Services	150	37	37	
SAV/AHWB/04	Restructuring of Hospital Social Work Services	129	32	32	
SAV/AHWB/05	Business Process Reengineering	586	147	147	
	sub-total	1,036	259	259	
Children Schools and Families					
SAV/CS/02	Streamlining Support for Families in need	46	12	12	
SAV/CS/03	Children's Social Care Commissioning	150	38	38	
SAV/CS/04	Organisational Restructure YPL	40	10	10	
SAV/CS/05	Invest to Save - Attendance Welfare Service	79	20	20	
SAV/CS/06	Non-Statutory Support to Schools	25	6	6	
SAV/CS/08	Vendor Managed Service	30	8	8	
SAV/CS/09	Integration of Children's Services	456	114	114	
SAV/CS/10	Young People Outside School	40	10	10	
SAV/CS/11	Lifelong Learning	60	15	15	
SAV/CS/12	Review of Non-Statutory Provision	250	63	63	
SAV/CS/13	Early Years Advisory Team	50	13	13	
SAV/CS/14	Streamlining Extended Provisions	30	8	8	
SAV/CS/15	Restructure Quality & Audit Team	24	6	6	
SAV/CS/16	EYCL Efficiencies	191	48	48	
SAV/CS/01/09	Service Reviews	195	0	0	to be realised in the latter half of the year
SAV/CS/02/09	Unit Cost Analysis - Children's Social Care	229	0	0	to be realised in the latter half of the year
SAV/CS/03/09	Running Costs - Young People and Learning	715	179	179	
			0	0	
	sub-total	2,610	547	547	
Communitites, Localities & Culture					
SAV/CLC/01	Idea Stores income initiative	80	20	20	
SAV/CLC/03	Ideas Store - Procurement	100	25	25	
SAV/CLC/04	Reduce Street Light Maintenance	35	9	9	
SAV/CLC/05	Traffic Enhancements - reduce provision	127	32	32	
SAV/CLC/09	Highways Maintenance - Reduce Reactive Maintenance	45	11	11	
SAV/CLC/10	Closure of Parking shop	175	44	44	
SAV/CLC/14	Car Pound	90	23	23	
SAV/CLC/12	Asset Management System	45	11	11	
	sub-total	697	174	174	
Development & Renewal:					
SAV/COR/01	Horizontal Savings	5	1	1	
SAV/DR/02	Utilisation of IT to produce Planning Consultation Documents	10	3	0	The required software package is currently being considered by IT. It is unlikely that any savings will be generated from the package in 2009-2010.
SAV/DR/04	Corporate Match funding	20	5	5	
SAV/DR/05	Digitisation Project	60	15		It is assumed that there will be no efficiency savings realised in 2009-2010.
SAV/COR/01	Horizontal Savings - Housing General fund	7	2	2	
SAV/DR/02/09	Technical Support to Planning & Building control	51	0	0	Any efficiency savings will be realised towards the end of the financial year
SAV/DR/03/09	Review of Housing Related Employment	150	0	0	
SAV/DR/04/09	Additional Gershon Savings	45	11	11	
	sub-total	417	54	37	
Chief Executive's					
Chief Executive's					
SAV/CE/06	Reduction in Communications Expenditure	69	17	17	
SAV/CE/07	Registration Services	40	10	10	
	sub-total	109	27	27	
Resources					
SAV/CE/05	Procurement of agency staff through vendor management	20	5	5	
SAV/CE/08	Re-provision of Care Alarm Service	150	38	0	
SAV/CE/09	Re-provision of OOO service	125	31	31	
SAV/CE/10	Centralised HR Shared Services	150	38	38	
SAV/DR/06	Imp Eff in the Administration of Benefits	110	0	0	
	sub-total	555	111	69	
Corporate					
SAV/COR/01	Business rates Relief	250	63	63	
	sub-total	250	63	63	
	Total	5,674	1,234	1,175	

HOUSING REVENUE ACCOUNT
(1st Quarter)
2009-10

APPENDIX 6

HOUSING REVENUE ACCOUNT	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure					
Income	-58,034	-58,034	-57,854	180	Rental Income is lower than originally estimated due to the transfer of approximately 90 tenanted properties on the Coventry Cross estate in July 2009. This is partially offset by increased income from shop rents following the re-negotiation of leases.
Dwelling & Non Dwelling Rents	-58,034	-58,034	-57,854	180	
Expenditure				0	
Income	-16,331	-16,331	-16,889	-558	Following the preparation of the estimated 2009/10 leaseholder invoices the anticipated income is higher than originally forecast when the budget was prepared. The final actual invoices for 2008-09 will be issued during the second quarter and the effects of this will be incorporated into the second quarter's monitoring report.
Tenant & Leaseholder Service Charges	-16,331	-16,331	-16,889	-558	
Expenditure				0	
Income	-19,344	-19,344	-16,858	2,486	The HRA subsidy entitlement is estimated to be significantly reduced following a further review of the effects of the reductions in the Bank of England base rate, although this will be partially offset by reductions in capital financing charges.
Government Subsidy	-19,344	-19,344	-16,858	2,486	
Expenditure				0	
Income	-653	-653	-653	0	
Contributions from General Fund	-653	-653	-653	0	
Expenditure				0	
Income	-612	-612	-150	462	Reduced investment income is anticipated for the year through a combination of the effects of a reduction in working balances and lower interest rates. Interest Rates are based on the latest projections from the Authority's investment advisors and are being reviewed on a regular basis. Members will be updated on the position throughout the financial year.
Investment Income Received (Item 8)	-612	-612	-150	462	
Expenditure	22,901	22,901	23,010	109	
Income				0	The successful repairs open days recently held on estates have contributed to an increase in demand for repairs. The Tower Hamlets Homes Board have reported that repairs and maintenance could overspend by up to £1 million by the end of the financial year. Levels of expenditure are dependent on a number of factors, but measures are being put in place within THH to mitigate the risk of overspending.
Repairs & Maintenance	22,901	22,901	23,010	109	
Expenditure	41,970	41,970	42,845	875	
Income		0	0	0	The Supervision and Management budget is currently projecting a significant overspend, although it does include some extraordinary one-off restructuring costs which have been provided for within reserves. Other overspends are anticipated across various budgets, including those provided through the Council. Efforts are being made in conjunction with Tower Hamlets Homes to reduce the current forecast overspend.
Supervision & Management	41,970	41,970	42,845	875	
Expenditure	900	900	900	0	
Income				0	
Provision for Bad & Doubtful Debts	900	900	900	0	
Expenditure	35,473	35,473	33,510	-1,963	
Income		0	0	0	As a result of the uncertainty regarding interest rates and the fall in the Authority's likely Consolidated Rate of Interest for the financial year, a significant reduction in borrowing costs is anticipated. This saving partly offsets the reduction in HRA Subsidy received.
Capital Financing Charges	35,473	35,473	33,510	-1,963	
Expenditure				0	
Income	-1,970	-1,970	-1,970	0	
Contributions from Reserves	-1,970	-1,970	-1,970	0	
Total Net HRA Expenditure	4,300	4,300	5,891	1,591	