

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 December 2011 at 7.00 p.m.

A G E N D A

VENUE

Room M71, Town Hall, Mulberry Place, 5 Clove
Crescent, London, E14 2BG

Members:	Deputies (if any):
<p>Chair: Councillor Ann Jackson Vice-Chair: Councillor Rachael Saunders, Scrutiny Lead, Adults Health & Wellbeing</p> <p>Councillor Tim Archer, Scrutiny Lead, Chief Executive's Councillor Stephanie Eaton Councillor Sirajul Islam, Scrutiny Lead, Resources Councillor Fozol Miah Councillor Zenith Rahman, Scrutiny Lead, Communities Leisure & Culture Councillor Amy Whitelock, Scrutiny Lead, Children Schools & Families Councillor Helal Uddin, Scrutiny Lead, Development & Renewal</p>	<p>Councillor Judith Gardiner, (Designated Deputy representing Sirajul Islam, Ann Jackson, Rachael Saunders, Zenith Rahman, Helal Uddin and Amy Whitelock) □ Councillor Peter Golds, (Designated Deputy representing Councillor Tim Archer) □ Councillor Ahmed Adam Omer, (Designated Deputy representing Ann Jackson, Sirajul Islam, Zenith Rahman, Helal Uddin and Amy Whitelock) □ Councillor Harun Miah, (Designated Deputy representing Councillor Fozol Miah) □ Councillor David Snowdon, (Designated Deputy representing Councillor Tim Archer) □ Councillor Bill Turner, (Designated Deputy representing Ann Jackson, Sirajul Islam, Zenith Rahman, Helal Uddin and Amy Whitelock)</p>
<p>[Note: The quorum for this body is 3 voting Members].</p>	

Co-opted Members:	
Memory Kampiyawo	– (Parent Governor Representative)
Jake Kemp	– (Parent Governor Representative)
Rev James Olanipekun	– (Parent Governor Representative)
Canon Michael Ainsworth	– (Church of England Diocese Representative)
Mr Mushfique Uddin	– (Muslim Community Representative)
1 Vacancy	– Roman Catholic Diocese of Westminster Representative

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

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LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 December 2011

7.00 p.m.

SECTION ONE

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. UNRESTRICTED MINUTES

3 - 12

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 1st November 2011.

4. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

5. SECTION ONE REPORTS 'CALLED IN'

There were no Section One reports 'called-in' from the meeting of Cabinet held on 2nd November 2011. Mayor's Decision No 009 was called-in and considered at an extraordinary meeting of Overview and Scrutiny Committee held on 22nd November 2011.

6. REPORTS FOR CONSIDERATION

6.1 Corporate Complaints - Half Year Report 2011 / 2012

To consider a summary of complaints received in the period 1 April 2011 to 31 September 2011 through the Corporate Complaints Procedure, Adults and Children's Social Care Complaints Procedures, and the Local Government Ombudsman.

(Report to follow)

6 .2 Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q2 2011/12 (Month 6)

13 - 122

To consider the monitoring report of the financial position of the Council at the end of Quarter 2 compared to budget and service performance against targets.

6 .3 Local Development Framework (LDF)

To receive a presentation on the Local Development Plan and associated matters.

7. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 5 minutes each)

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

(Time allocated – 30 minutes).

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

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, 1 NOVEMBER 2011

**ROOM M71, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON,
E14 2BG**

Members Present:

Councillor Ann Jackson (Chair)
Councillor Rachael Saunders (Vice-Chair)
Councillor Tim Archer
Councillor Stephanie Eaton
Councillor Sirajul Islam
Councillor Zenith Rahman
Councillor Helal Uddin

Co-opted Members Present:

Canon Michael Ainsworth – (Church of England Diocese Representative)
Memory Kampiyawo – (Parent Governor Representative)
Jake Kemp – (Parent Governor Representative)
Mr Mushfique Uddin – (Muslim Community Representative)

Officers Present:

Sarah Barr – (Senior Strategy Policy and Performance Officer,
Strategy Policy and Performance, One Tower
Hamlets, Chief Executive's)
Antonella Burgio – (Democratic Services)
Anne Canning – (Service Head Learning & Achievement, Children
Schools & Families)
Isobel Cattermole – (Acting Corporate Director, Children, Schools &
Families)
David Galpin – (Head of Legal Services (Community), Legal
Services, Chief Executive's)
Michael Keating – (Service Head, One Tower Hamlets)
Ann Sutcliffe – (Service Head Building Strategic Property and
Capital Delivery, Development & Renewal)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Co-opted Member James Olanipekun and Councillor Amy Whitelock,

Cabinet Member, Councillor Oliur Rahman apologised that he was unable to attend at agenda item 6.2.

2. DECLARATIONS OF INTEREST

No declarations of personal or prejudicial interest were made.

3. UNRESTRICTED MINUTES

The Chair **Moved** and it was:-

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 4 October 2011 be approved and signed by the Chair as a correct record of the proceedings.

4. REQUESTS TO SUBMIT PETITIONS

Nil items.

5. SECTION ONE REPORTS 'CALLED IN'

There were no decisions called in from the meeting of Cabinet held on 5th October 2011.

The Chair informed the Committee that on the 31st October, a Mayors executive decision had been published on the Council's website. The decision concerned the contract for the 2012 Olympic Festival Live site in Victoria Park. In accordance with Committee's request to be made aware of decisions taken under this provision, Members had been notified of the decision. The Chair advised that the decision was subject to call-in. The call-in period would expire on Monday, 7 November 2011 at 5.00 p.m.

6. REPORTS FOR CONSIDERATION

6.1 Raising Attainment - Successes and Challenges

A presentation was given by Isobel Cattermole, Acting Corporate Director Children Schools and Families, Anne Canning, Service Head Learning and Achievement and by Ann Sutcliffe, Service Head Building Strategic Property and Capital Delivery, Development & Renewal.

Prior to her presentation, the Acting Corporate Director commented on media coverage of national adoption performance and adoption statistics for councils in England and Wales. She informed the Committee that the Authority was confident in its adoption processes and advised that issues highlighted and details of the council's own adoption performance would be addressed via a members briefing to be circulated on Friday, 4 November.

The presentation comprised three elements; educational attainment, building schools for the future programme and discretionary educational grants.

In opening the Acting Corporate Director informed the Committee that the Government had made substantial changes to education policy since following the General Election 2010. Arising from these, three academies were due to be established in the borough (orders had been issued by the Secretary of State for Education) and the Secretary of State had granted permission for three free schools (one had already been opened, two more being expected to open in 2012). These new structures were funded directly by Government transfer and created a new type of relationship between the Council and schools. There would also be implications on funding available to the Council; therefore the Directorate had reviewed its trading arrangements with schools in order to make savings where there were unwanted services.

Concerning educational achievement, the Committee was informed that 2011 had seen the Borough's best performance at GCSE. There had been continued improvement at Key Stage One (KS1) and above average performance at Key Stage Two (KS2) in English and Maths. It was noted, however, that improvements at GCSE had not been mirrored post-16.

In her presentation, the Service Head Learning and Achievement highlighted the following:

- The Government was trying to reduce the range of data collected. It was not yet known what the parameters would be but it was anticipated that with the reduction there would be some loss of qualitative performance monitoring against some types of subject.
- The Government wanted to move the bar upwards and had introduced basic measures.
- Early Years, Foundation Stage and KS1 data showed good improvement. There had been Government support for early intervention and funding for an early learning pilot in the borough.
- At KS2, performance had been at around the national average for pupils achieving Level Four and above.
- There had been exceptional achievement at Key Stage Four (KS4) – GCSE. There had been an average increase of 10% from last year although some borough schools had achieved 20% improvement.
- There had been continued improvement year-on-year at KS4 which was attributed to Building Schools for the Future (BSF) programme and schools' leadership.

- There had been fewest changes in curriculum at Key Stage Five (A-Level) and attention was drawn to the national difficulties around apprenticeships. The borough had performed below the national average at A-Level although the results had been steady. To address this it was intended that the Council would implement strategies that had been used successfully at KS4 to raise attainment.
- The Council's aim was to improve performance at early years and post-16 stages.

The Service Head Building Strategic Property and Capital Delivery, Development & Renewal updated the Committee on the BSF programme, highlighting the following information:

- BSF was a capital investment programme initiated by the Government in 2006 to invest and transform education nationally. The programme had been discontinued following the change of Government in June 2010. However locally most of the programmes initiated would be unaffected by the removal of funding.
- By the end of the programme in 2015 the Council would have received significant investment in education to enable over 11,000 pupils to benefit from enhanced learning facilities.
- A progress update was given on the 20 local schemes.
- The primary capital program together with BSF would deliver 31 refurbished schools.
- The Committee was asked to note that the Council's statutory duty to provide sufficient school places remained. The Acting Corporate Director challenged the Committee to consider how it could help Children Schools and Family Directorate to deliver its priorities. The Committee was also asked to consider how the Council's support for looked after children and post-16 improvements and continuing to meet the challenges of delivering education.

In response to Members questions the following information was provided:

- Latest data on children placed in prospective adoptive families would be circulated to the Committee

Action: Acting Corporate Director Children Schools and Families

- KS4 and KS5 OFSTED inspections were external inspections. In response to a suggestion from a Committee Member that KS5 performance might be improved if there were more teacher supervised revision, the Committee was informed that students no longer undertook independent revision (study leave).
- A report had been produced containing Directorate proposals on how the Council might be able to continue to offer discretionary education awards. This paper would be presented at Cabinet on 2nd November 2011. If approved, funding would be taken from reserves for one year.

- To determine how grants were distributed, the report proposed similar qualifying criteria as had been used for discretionary education grants in previous years. The Council's aim was to raise confidence to stay in education (previous grant uptake had been 65%).
- In regard to Members' concerns about a proposal to bring the management of children's centres in-house, the Acting Corporate Director confirmed that parents would be able to remain involved in the centres and was pleased to report that the centres continued to be used well. The Authority wished to engage with independent organisations to maintain open and transparent operation of the centres. It was the Director's responsibility was to address poor performance where it was evidenced; therefore robust service level agreements had been developed to ensure good performance.
- Children's centres were funded through the Early Intervention Grant.

RESOLVED

That the presentation be noted

6.2 Meeting Our Public Sector Equality Duty

Michael Keating, Service Head, One Tower Hamlets, gave a presentation updating the Committee of progress on equality matters. The Committee was informed that:

- The Equality Act 2010 simplified and strengthened preceding equality legislation; covered nine 'protected characteristics', introduced the public sector Equality Duty (applicable to all organisations that provide public services) and impacted all aspects of the Council's role as an employer, policy-maker, service provider, commissioner and procurer.
- One Tower Hamlets was an overarching principle of the Community Plan and underpinned all that the Council did by tackling inequalities strengthening cohesion and building community leadership using the single equality framework as a tool for delivery.

The priorities identified in 2010/11 for targeted action were women and worklessness and the transformation of adult social care. In 2011/12 the priorities are to consider the consequences of welfare reform and services for people with learning disabilities.

After the presentation, the following information was provided in response to Members' questions:

Although the Government had decided not to implement the socio-economic duty the Council would always need to ensure that tackling poverty was a key part of local equalities work given the nature of the community

Our work on embedding One Tower Hamlets is a central part of how we could demonstrate 'due regard' for the public sector Equality Duty

- We use the Equality Framework for Local Government to benchmark our performance but will explore this further as the single equality framework is developed

The previous scrutiny work undertaken by Councillor Ann Jackson, for example on tackling child poverty and using the Councillor Call for Action, had highlighted how development of the community leadership role of councillors would be crucial for delivering One Tower Hamlets. It will therefore be important for the Committee to continue to play a role in monitoring and evaluating work in this area.

RESOLVED

That the report be noted.

6.3 Scrutiny Review Tracking Report

Sarah Barr, Senior Strategy Policy and Performance Officer presented the report circulated at agenda item 6.3. This provided an update on the implementation of the Committee's recommendations made through its reviews dated from 2007-08 onwards.

The committee was asked to note the progress and to comment or query any matters. In discussion the Committee was provided with the following information:

- The reviews had been summarised, however detailed review recommendations were available to Members
- The Review of Early Intervention and Child Protection had identified targets that had not been met and these had been incorporated into the review recommendations.
- The targets identified by the review of child obesity were yet to be achieved and required approaches to be taken across directorates and across the Council's partners.
- Further to the challenge session on developing efficient customer services, Members asked that the chief officer give update on progress to date.

Action Senior Strategy Policy and Performance Officer

- It was noted that access to English for Speakers of Other Languages

provision impacted on other areas such as uptake of education and access to employment. It was felt that it would be beneficial to consider how work undertaken through the challenge session could be pursued.

RESOLVED

That the report be noted

6.4 Covert investigation under the Regulation of Investigatory Powers Act 2000

The Head of Legal Services - Community provided Members with a quarterly update on the Council's use of the Regulation of Investigatory Powers Act 2000 (RIPA). He reported that this power had been used on one occasion during each of the first and second quarters.

It was noted that the reduction in the Authority's RIPA usage had been queried by the Standards Committee and a further report would be presented to answer this matter.

In response to Members' questions, the following information was provided:

- Operation Creek activities had resulted in offences being uncovered and details of these would be provided in due course.
- The location of the Operation Frost investigation would be circulated to members.

Action: Head of Legal Services - Community

- Costings of surveillance exercises would be investigated and circulated to the Committee.

Action: Head of Legal Services - Community

- The Council was utilising investigatory powers to address matters where the Borough's communities had raised issues of concern but which might not otherwise be pursued by the Police.
- Decisions regarding who would undertake covert surveillance were made on the basis of the nature of the operation to be undertaken. Some decisions were taken as part of joint tasking operations, some because they formed part of the Council's community plan e.g. anti-touting surveillance, some surveillances were undertaken because these addressed matters on the Council's agenda such as community cohesion, crime and disorder objectives etc. In all cases the surveillance activity related to the Council's priorities. Councillor Uddin noted that it was important to ensure that Safer Neighbourhood Teams were being properly engaged in crime reduction and that this was also

a role for the Council.

RESOLVED

That the report be noted

7. VERBAL UPDATES FROM SCRUTINY LEADS

The following updates were provided by Lead Scrutiny Members:

Councillor Zenith Rahman had undertaken a number of visits in relation to her portfolio and had met with the Corporate Director Culture, Leisure and Communities.

Councillor Uddin was reviewing the impacts of the changes in housing benefits and was due to attend a budget session on 15th November.

Councillor Islam was to undertake a small review of asset management.

Councillor Rachael Saunders had identified a need to explore how the work of Overview and Scrutiny and the Health and Well-Being Board would compliment and contrast with each other. Verbal updates were given on budget driven changes in the personalisation agenda and the merger of 3 East London hospital trusts.

Councillor Amy Whitelock was continuing her investigations into children's centres.

Councillor Tim Archer was continuing his review of the cost of East End Life publication.

Councillor Ann Jackson was progressing her review of public consultation and engagement.

RESOLVED

That the verbal updates be noted.

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

Nil items.

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

Nil items.

The meeting ended at 9.16 p.m.

Chair, Councillor Ann Jackson
Overview & Scrutiny Committee

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Agenda Item 6.1

Committee/Meeting: Overview & Scrutiny Committee	Date: 6 th December 2011	Classification: Unrestricted	Report No:
Report of: Assistant Chief Executive (Legal Services)	Title: CORPORATE COMPLAINTS, - Half Year Report		
Originating officer(s) Ruth Dowden, Complaints and Information Manager	Wards Affected: All		

1. **SUMMARY**

- 1.1 This report contains a summary of complaints received by the Council in the period 1 April 2011 to 31 September 2011 through the Corporate Complaints Procedure, Adults and Children's Social Care Complaints Procedures, and those received and determined by the Local Government Ombudsman in the same period.
- 1.2 In general, improvements in complaint response times and early resolution of complaints are noted through the Corporate Complaints Procedure and by the Local Government Ombudsman.
- 1.3 The Service was awarded re-accreditation under the Customer Service Excellence scheme, (the new Chartermark) in March 2011.

2. **RECOMMENDATIONS**

- 2.1 Members are asked to note the contents of the report.

3. **EXECUTIVE SUMMARY**

- 3.1 Complaints reports are considered by the Overview and Scrutiny twice a year and this is the half year update.
- 3.2 The report covers the Corporate Complaints procedure which deals with all matters not subject to an alternative means of review or appeal; the statutory Adults Social Care procedure; statutory Children's Social Care complaints procedure; and complaints received by the Local Government Ombudsman. Each procedure will be addressed in the following sections.
- 3.3 Under each procedure volumes are reported by directorate (and where appropriate by service) and compared to previous periods, as are response times against the target timeframe. Additionally, where complaints are upheld, a brief summary of the key issues is included.
- 3.4 In general complaints volumes have increased in the period and escalation rates increased slightly.

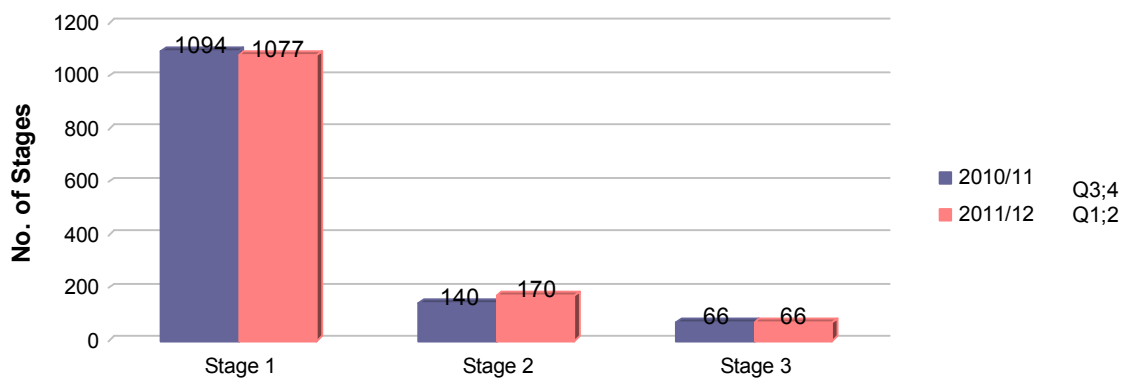
4. **CORPORATE COMPLAINTS**

4.1 Volumes

Figure 1 indicates the volume of corporate complaints received Council-wide, comparing the first six months of 2011/12 with the preceding six months.

4.2 There is a small fall in Stage 1 complaints overall but an increase in stage 2 complaints. Stage 3 volumes remain static.

Figure 1: Corporate complaints volumes, half year comparison



4.3 The escalation rate of complaints is shown in figure 2, below. It is always a concern if an escalation rate is increasing and we will look this further in section 4.12.

Figure 2 Percentage of Stage 1 Complaints Escalated to Stage 2 and 3

	Escalated to Stage 2	Escalated to Stage3
2 nd half 2010/11	13%	6%
1 st half 2011/12	15.7%	6.1%

4.4 Stage 1 Complaints

A breakdown of Stage 1 complaint volumes by directorate is shown in figure 3. Most Adults Health and Wellbeing and Children Schools and Families complaints fall under the statutory Social Care complaints procedures (see sections 5 and 6 respectively) and breakdowns by service follow for directorates with larger volumes.

Figure 3

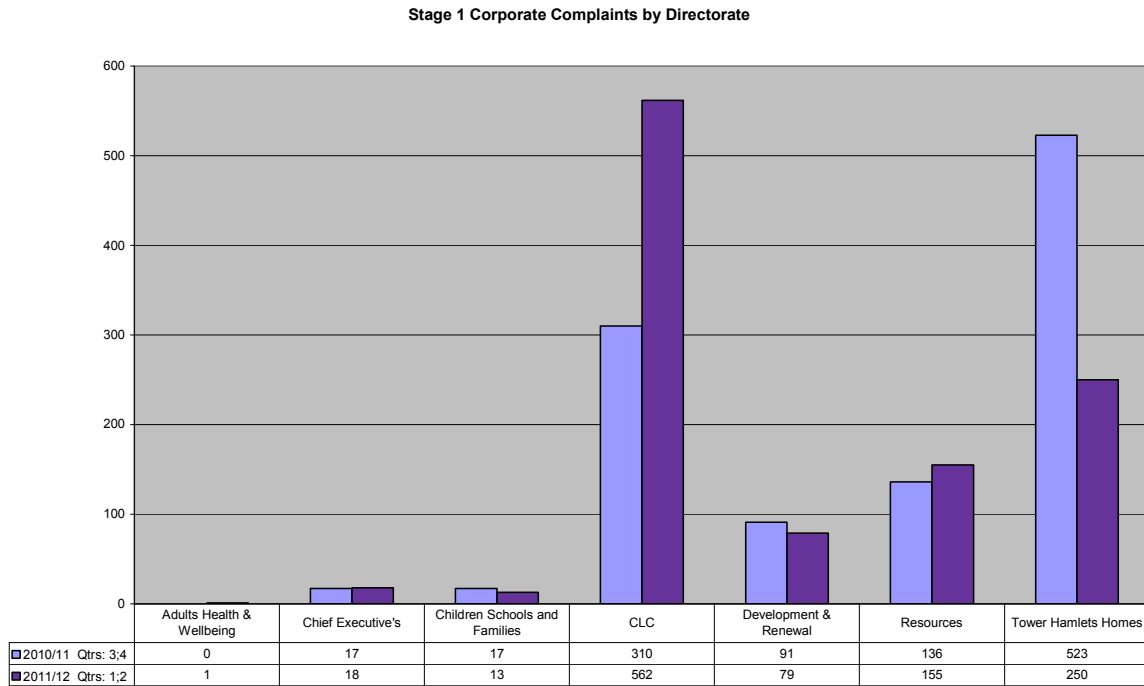
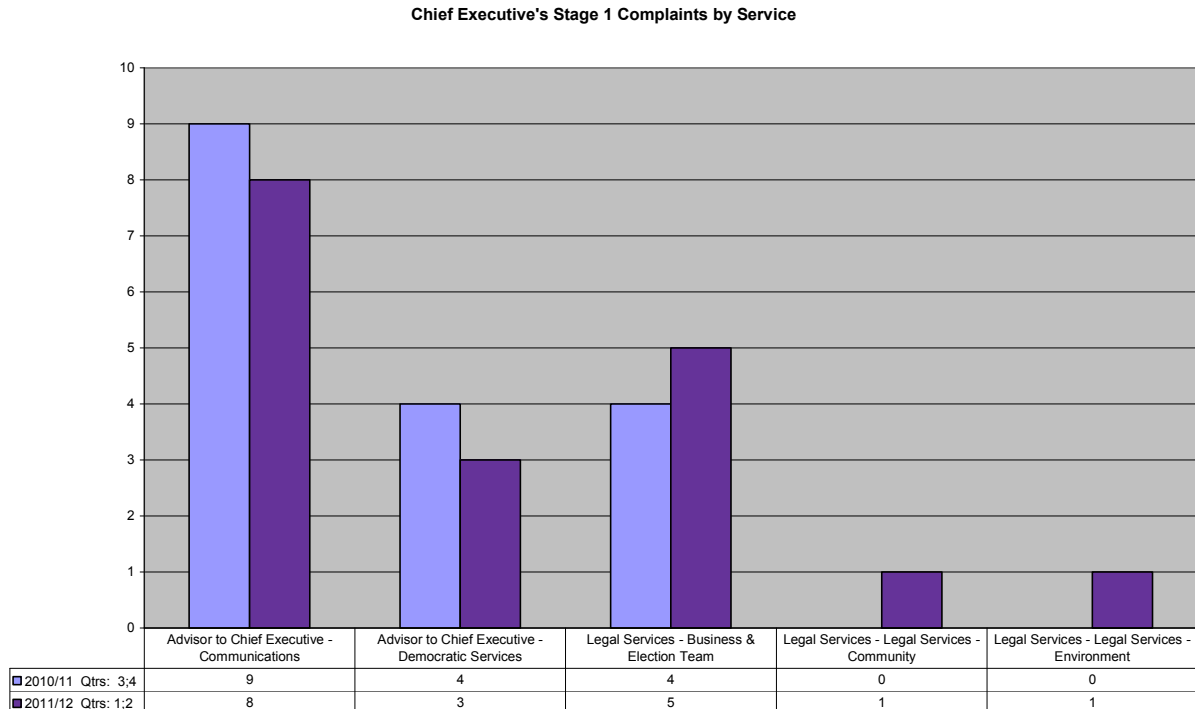


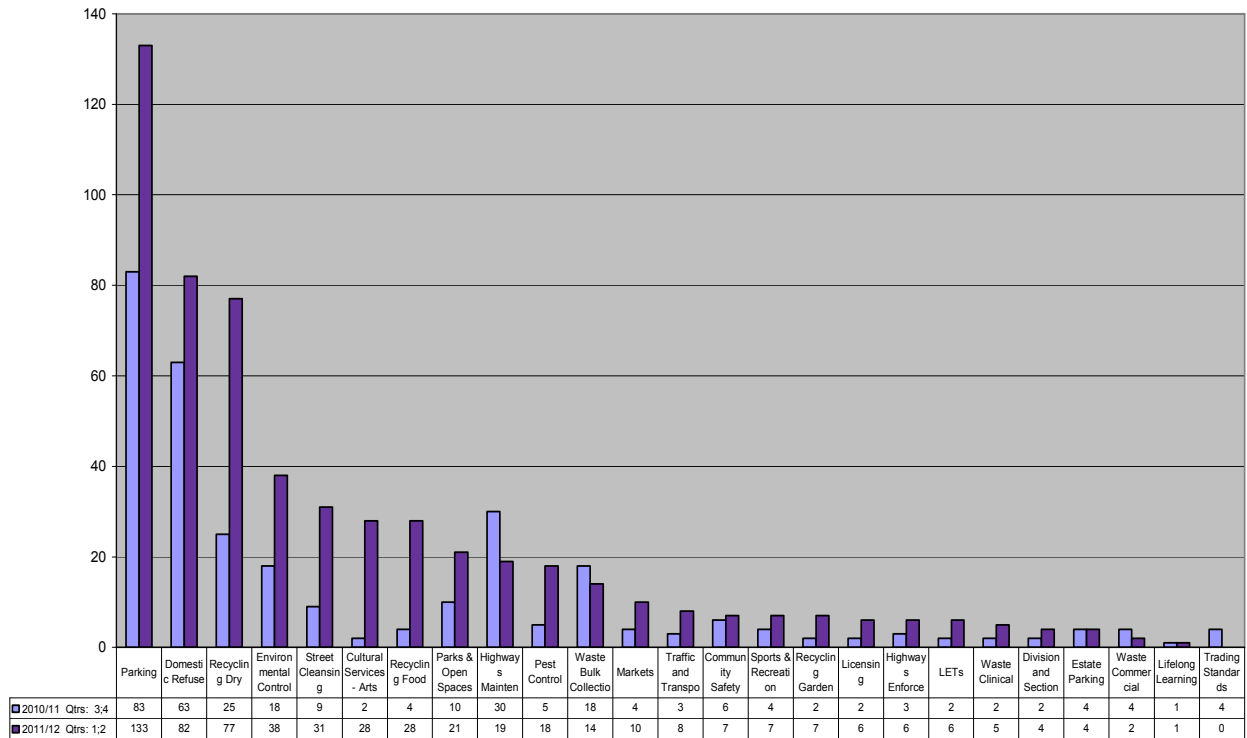
Figure 4



4.5 Volumes for Chief Executive's directorate are small and any variance by service amounts to one complaint only.

Figure 5

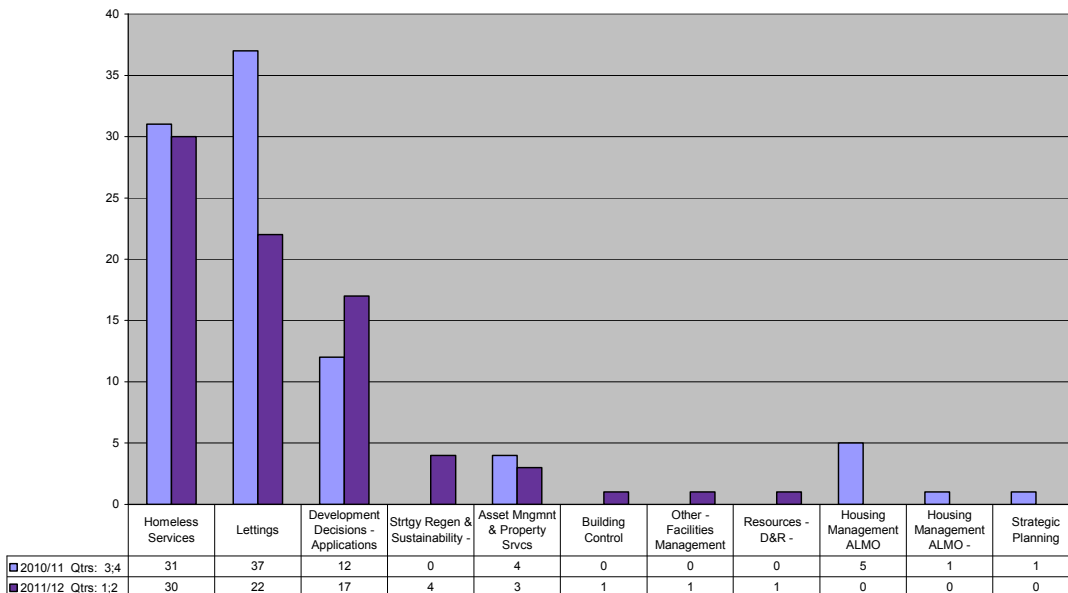
CLC Stage 1 Complaints by Service



4.6 In Communities Localities and Culture, there has been a significant rise in complaints for many services. Parking; Domestic Refuse; Dry Recycling; Street Cleansing; Environmental Control; Arts & Events and Food recycling have all seen significant increases. A further breakdown of these areas is provided in the appended supplementary report.

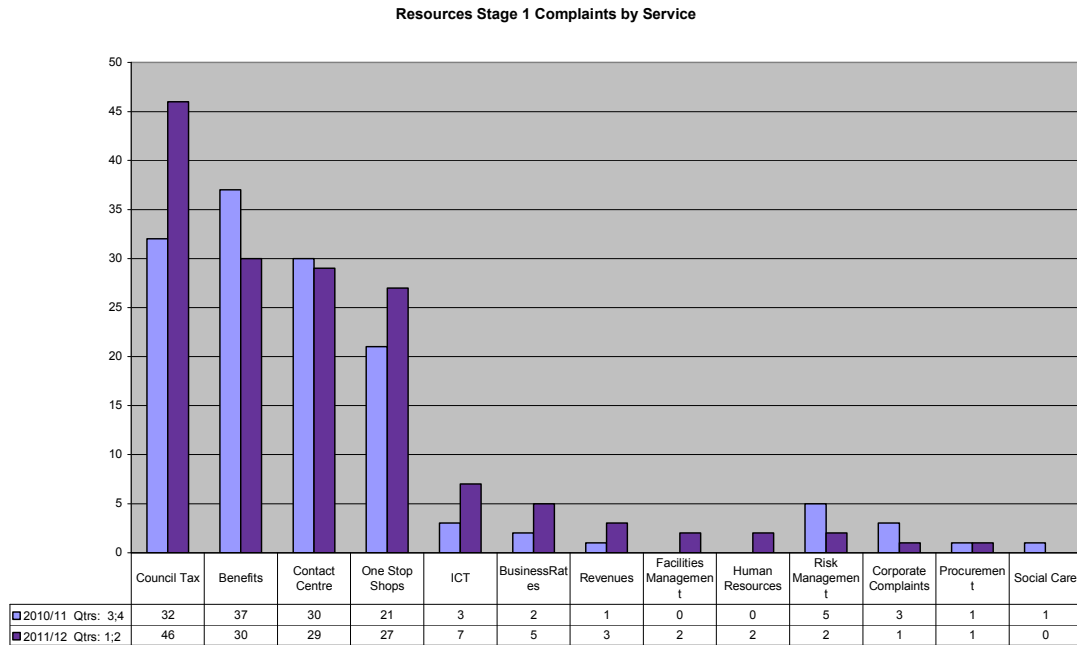
Figure 6 Development & Renewal Stage 1 Complaints by Service

Development & Renewal Stage 1 Complaints by Service



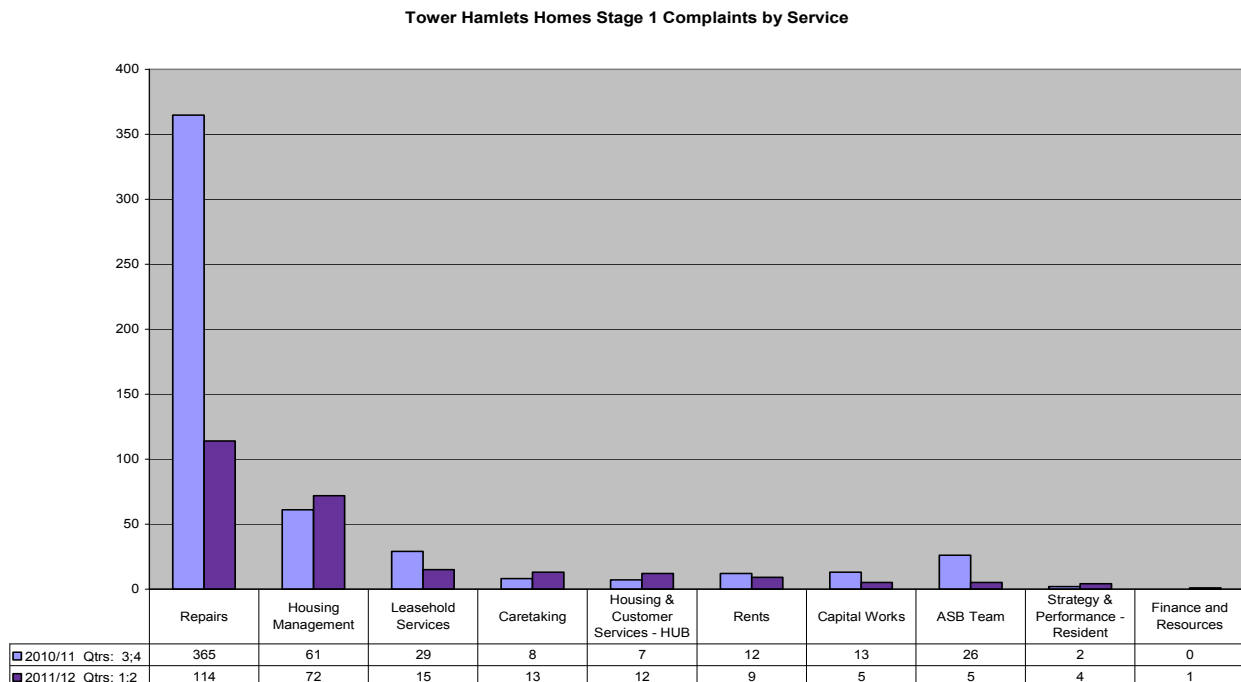
4.7 There is little variance in Development and Renewal complaints and relatively low numbers. The fall in Lettings complaints should be noted.

Figure 7



4.8 One Stop Shop complaints have increased and the service is actively looking at reducing waiting times. Footfall at Crisp Street increased following the closure of Jack Dash House and resources are being targeted to peak times to address this. .

Figure 8



4.9 Tower Hamlets Homes have seasonal variation in repairs complaints (e.g. winter heating); this along with all other areas are still achieving a year on year reduction in volumes. However, when seen in conjunction with the rise in stage 2 complaints, the possibility of under recording of stage 1 complaints has been raised and is being explored jointly with THH to ensure that residents concerns are addressed.

4.10 Having explored the variance in volumes of Stage 1 complaints, it is also important to look at the outcomes. There is a consistently high percentage completed in time, see figure 8 below.

Figure 9

Stage 1 Complaints Response Times						
Period	Total Answered	Completed in Time		Answered outside timescale		Average response times (days)
2010/11 Qtr: 3	518	493	95%	25	5%	7.08
2010/11 Qtr: 4	576	544	94%	32	6%	7.81
2011/12 Qtr: 1	488	437	90%	51	10%	8.35
2011/12 Qtr: 2	589	541	92%	48	8%	7.38

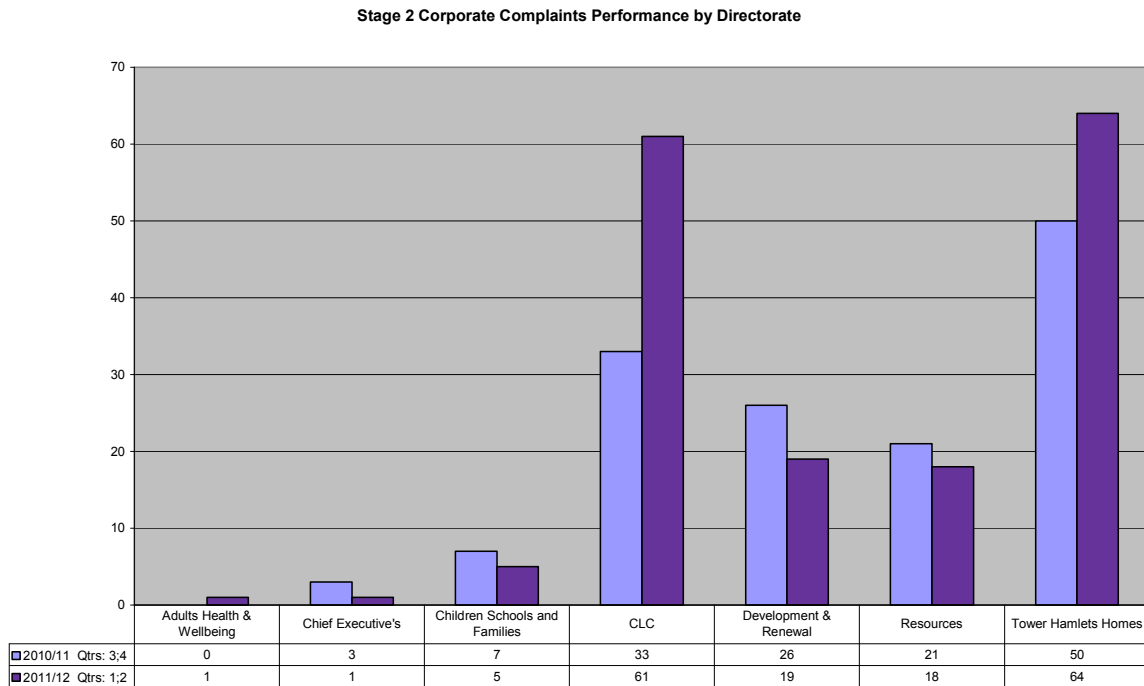
Figure 10 Stage 1 Complaints

Stage 1 Resolutions by Directorate													
	2011/12 Qtr: 1;2		Not Upheld		Partially Upheld		Upheld		Withdrawn or Referred On		Closed In Time		Average Days to Close
Adults Health & Wellbeing	1	0%	0	0%	0	0%	0	0%	1	100%	1	100%	0
Chief Executive's	18	2%	4	22%	3	17%	9	50%	2	11%	15	83%	8
Children Schools and Families	13	1%	4	31%	3	23%	4	31%	2	15%	10	77%	7
CLC	561	52%	228	41%	115	20%	207	37%	11	2%	504	90%	8
Development & Renewal	79	7%	52	66%	8	10%	12	15%	7	9%	57	72%	10
Resources	155	14%	66	43%	53	34%	35	23%	1	1%	152	98%	5
Tower Hamlets Homes	250	23%	135	54%	23	9%	82	33%	10	4%	239	96%	9
Total Stage 1 Complaints	1077		489	45%	205	19%	349	32%	34	3%	978	91%	8

4.11 Figure 10 above shows the resolution of complaints by directorate and for the Council as a whole. In general terms about 51% of stage 1 complaints are upheld in some part.

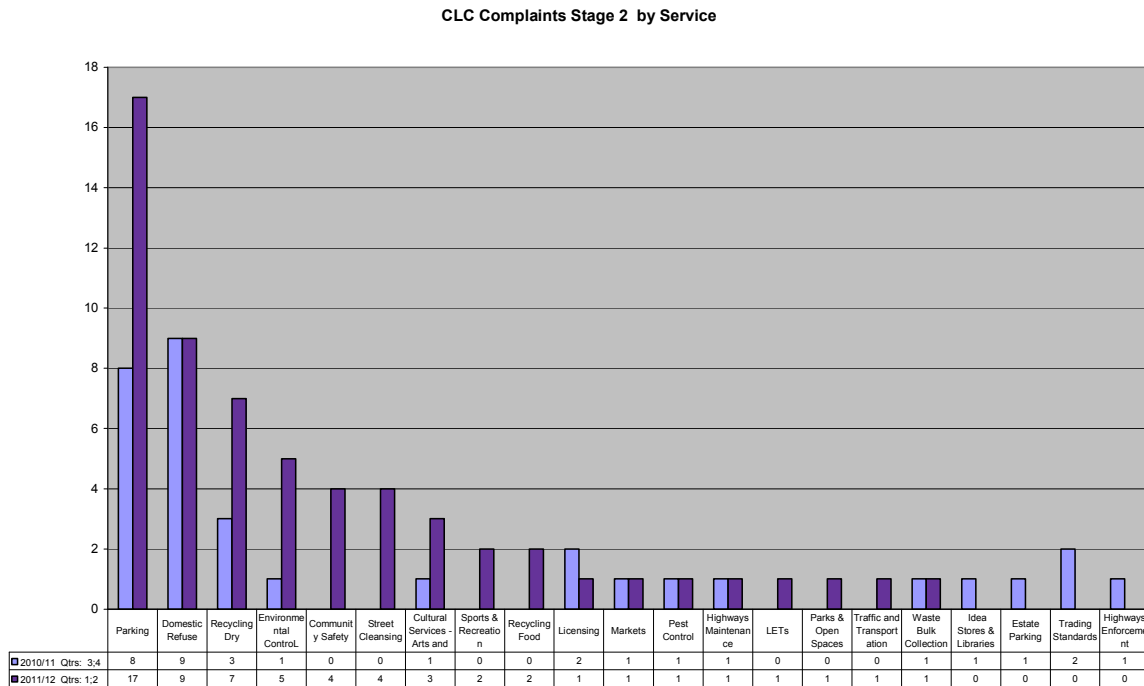
4.12 When examining the progression of complaints through the stages, it is noticeable that CLC and THH have seen a rise in stage 2 complaints.

Figure 11



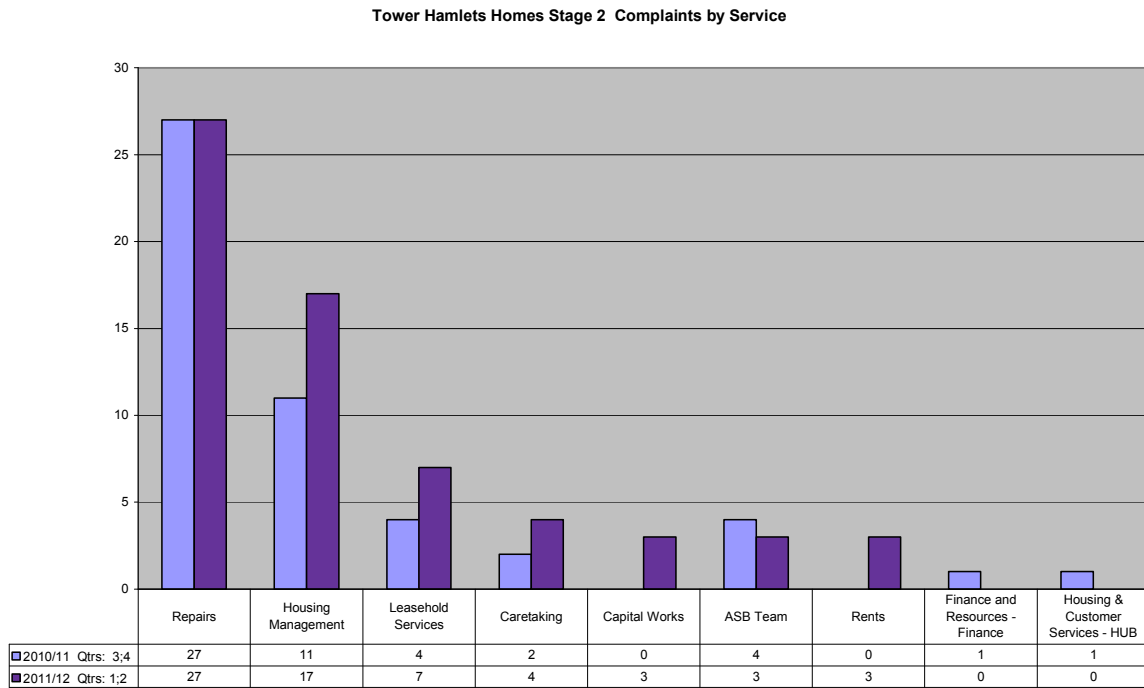
4.13 The main areas of concern increasing in CLC are Parking and Dry Recycling, as can be seen in

Figure 12.



For THH, increases are in Housing Management and Leasehold services, see below.

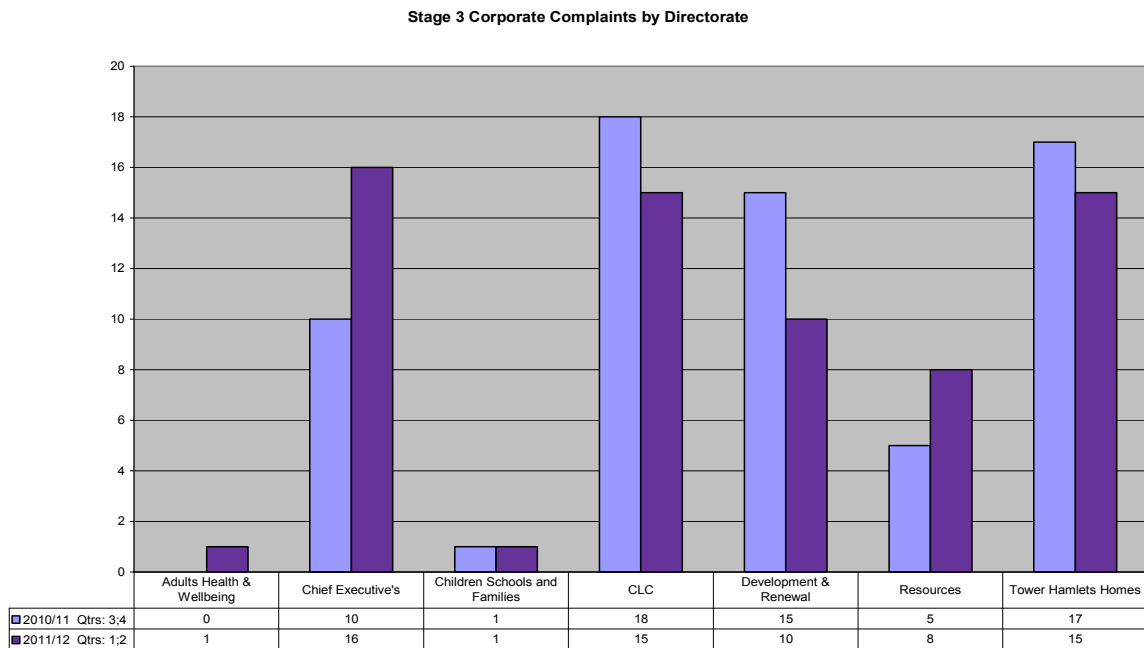
Figure 13



4.15 Stage 3 complaints

Figure 14 below shows the volume of Stage 3 complaint by each Directorate.

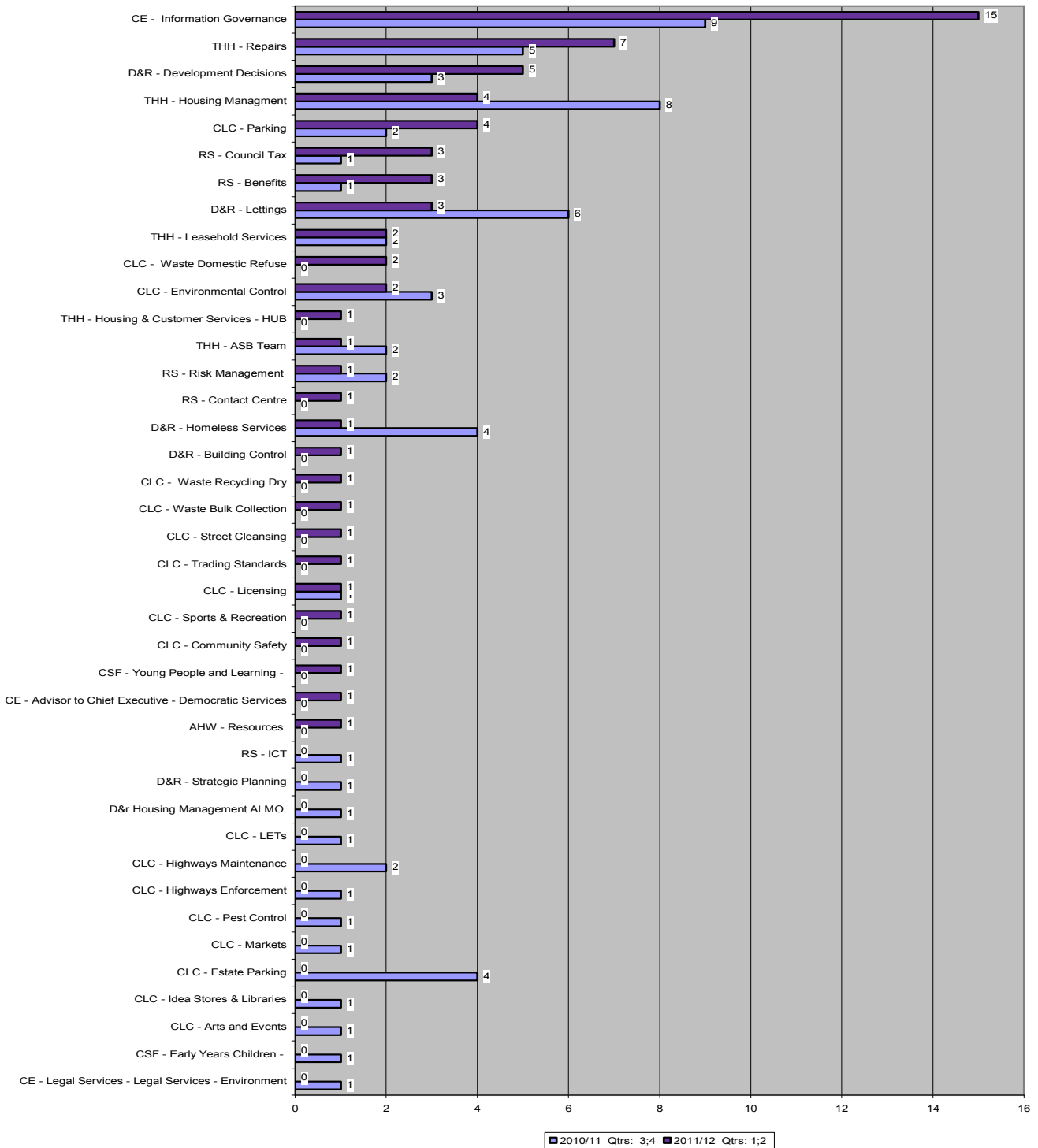
Figure 14: Stage 3 complaints



- 4.16 The detailed chart overleaf (figure 11) indicates which services the complaints fall in. The highest volumes fall under Information Governance, for Internal Reviews of FOI decisions. The other area with an increase in complaints is housing repairs. Further work will be undertaken to examine the increased escalation of repairs.
- 4.17 After an initial FOI request has been considered and responded to, the applicant can request an Internal Review. The volume of initial FOI requests considered in the period was 638 and 15 Internal Reviews were conducted under stage 3 of the complaints procedure. This is less than 2.5% escalation rate. The issues covered range from THH Service Charges (4) to CCTV, commercial waste, the cost of resident engagement, cost of software, parking, and records of data security issues.

Figure 15

Stage 3 Complaints by Service Issue



4.18 The proportion of complaints upheld in some part is around 44%. See figure 12 below.

Figure 16: Stage 3 Complaints Resolution

Stage 3 Resolutions by Directorate													
	2011/12 Qtr: 1;2		Not Upheld		Partially Upheld		Upheld		Withdrawn or Referred On		Closed In Time		Average Days to Close
Adults Health & Wellbeing	1	2%	1	100%	0	0%	0	0%	0	0%	1	100%	19
Chief Executive's	16	24%	5	31%	3	19%	8	50%	0	0%	11	69%	18
Children Schools and Families	1	2%	1	100%	0	0%	0	0%	0	0%	1	100%	14
CLC	15	23%	11	73%	3	20%	1	7%	0	0%	15	100%	15
Development & Renewal	10	15%	9	90%	1	10%	0	0%	0	0%	7	70%	17
Resources	8	12%	5	63%	1	13%	1	13%	1	13%	8	100%	14
Tower Hamlets Homes	15	23%	4	27%	3	20%	8	53%	0	0%	13	87%	16
Total Stage 3 Complaints	66		36	55%	11	17%	18	27%	1	2%	56	85%	16

4.19 The proportion of Stage 3 complaints completed in time is 85%, and when broken down further (Q1 73% in time; Q2 97% in time) the quarter 2 performance indicates a significant improvement.

5. ADULTS SOCIAL CARE COMPLAINTS (Statutory)

- 5.1 In April 2009 new legislation regulating the handling of Adults Social Care Complaints came into force. This legislation moves away from the previous 3 stage process and fixed time scales for investigation.
- 5.2 It allows one single stage of investigation and close liaison with the complainant to ensure that the complaint is effectively understood and the scope of the investigation is agreed. This includes the best means of investigating and resolving the issues, who will be involved and how long it might take.
- 5.3 The type of investigation and time taken must be proportional to the complexity of the complaint, but will make comparisons between complaints and performance measures difficult.
- 5.4 It also places a responsibility to cooperate and when required undertake joint investigations of matters overlapping with health provision or other care providers.
- 5.5 The legislation places the complainant at the heart of the process and stresses the need to resolve matters to the complainant's satisfaction. The review will seek to identify whether there has been an impact on service based resolution of matters prior a formal complaint being registered.

Figure 17 Half year volume comparison

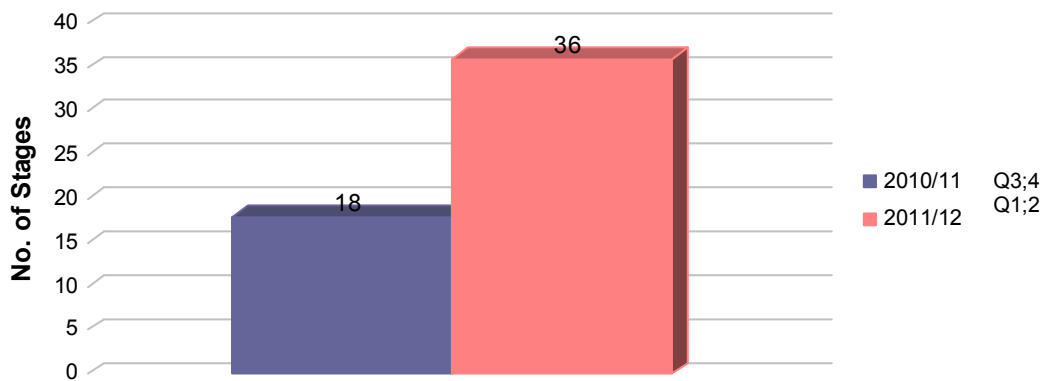


Figure 18 Adults Social Care Complaints

Adults Social Care Complaints by Division													
	2010/11 Q3, 4	Variance		2011/12 Q1, 2		Not Upheld		Partially Upheld		Upheld		Withdrawn or Referred On	
Disability and Health	7	3	43%	10	28%	3	30%	7	70%	0	0%	0	0%
Elders	6	12	200%	18	50%	12	67%	3	17%	1	6%	2	11%
Learning Disabilities	0	2	0%	2	6%	1	50%	0	0%	1	50%	0	0%
OT Services	3	0	0%	3	8%	2	67%	1	33%	0	0%	0	0%
Resources	2	0	0%	2	6%	2	100%	0	0%	0	0%	0	0%
	0	1	0%	1	3%	1	100%	0	0%	0	0%	0	0%
Totals	18	18	100%	36	100%	21	58%	11	31%	2	6%	2	6%

5.6 For this reporting period, the old categories are used for service provision, and this will be amended for the full year report

5.7 In order to obtain a better picture of fluctuating complaints levels, a detailed report will be reviewed with Adults Social Care managers shortly..

Figure 19 Response Times

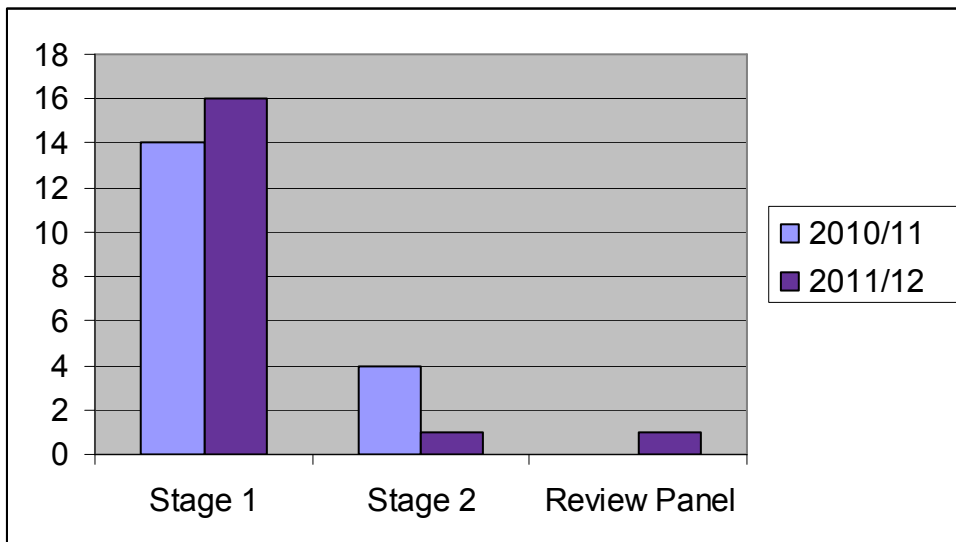
Adults Social Care Complaints - By Performance														
Complaints Answered	Totals	Within 10 working days		Within 20 working days		Within 30 Working Days		Within 40 Working Days		Within 50 Working Days		Over 70 Days		Average Days to Complete
2010/11 Q3;4	18	6	33%	9	50%	3	17%	0	0%	0	0%	0	0%	14
2011/12 Q1;2	36	20	56%	7	19%	5	14%	2	6%	1	3%	1	3%	16

- 5.8 Without fixed response times for this procedure, the Council is monitoring complaints under 10, 20, 30 etc working days. Whilst most complaints considered under this procedure have been resolved in less than 20 working days, three complaints took up to 40 working days.
- 5.9 We are also monitoring on the target agreed with complainant at the start of the investigation. All met the target, with the exception of these 3 complaints. For two of these complaints there were difficulties, beyond officers' control, in coordinating meetings with the complainants and their advocates.
- 5.10 The Complaints Team, and service managers, have put in considerable time and effort to find effective resolution, including holding three-way resolution meetings and negotiating individual outcomes as well as conducting formal investigations.

6. CHILDREN'S SOCIAL CARE COMPLAINTS (statutory)

6.1 Children's Social Care Complaints follow the statutory 3 stage procedure. Legislation for Children's Social Care complaints allows two target times at each stage. Stage 1 complaints have a target of 10 working days, which can be extended to 20 working days. At Stage 2, the target is 25 working days, which can be extended to 65 working days.

Figure 20: Children's Social Care Complaints



Q3;4
Q1;2

6.2 Escalation rates have fallen. The completion rates by quarter are shown in Figure 21 below.

Figure 21

Stage 1 Children's Social Care Complaints - By Performance								
	Total	Answered within 10 working days		Answered within 20 working days		Answered outside timescale		Average response times (days)
2010/11 QTR: 3	5	5	100%	5	100%	0	0%	4
2010/11 QTR: 4	9	7	78%	7	78%	2	22%	6
2011/12 QTR: 1	9	6	67%	9	100%	0	0%	5
2011/12 QTR: 2	7	3	43%	6	86%	1	14%	10

Figure 22

Stage 1 Children's Social Care Complaints by Section											
	2010/11 QTRS: 3;4	Variance		2011/12 QTRS: 1;2	Not Upheld		Partially Upheld		Upheld		
ChildLookedAfter&LeavingCare	4	3	75%	7	44%	4	57%	0	0%	3	43%
Child Protection and Reviewing	0	2		2	13%	2	100%	0	0%	0	0%
Children's Resources	5	-	-80%	1	6%	0	0%	0	0%	1	100%
Fieldwork Services	5	1	20%	6	38%	5	83%	0	0%	1	17%

6.3 Figure 17 above indicates the areas responsible for complaints and the numbers upheld for each service.

6.4 At Stage 2, the investigation is monitored by an independent person. Both complaints in the monitoring period were completed outside the extended timescale of 65 working days with one narrowly missing the deadline. These complaints are closely monitored.

Figure 23

Stage 2 Children Schools and Families Social Care Complaints - By Performance								
	Total	Answered within 25 working days		Answered within 65 working days		Answered outside timescale		Average response times (days)
2010/11 QTR: 3	0	0	0%	0	0%	0	0%	0
2010/11 QTR: 4	4	0	0%	2	50%	2	50%	70
2011/12 QTR: 1	0	0	0%	0	0%	0	0%	0
2011/12 QTR: 2	1	0	0%	1	100%	0	0%	49

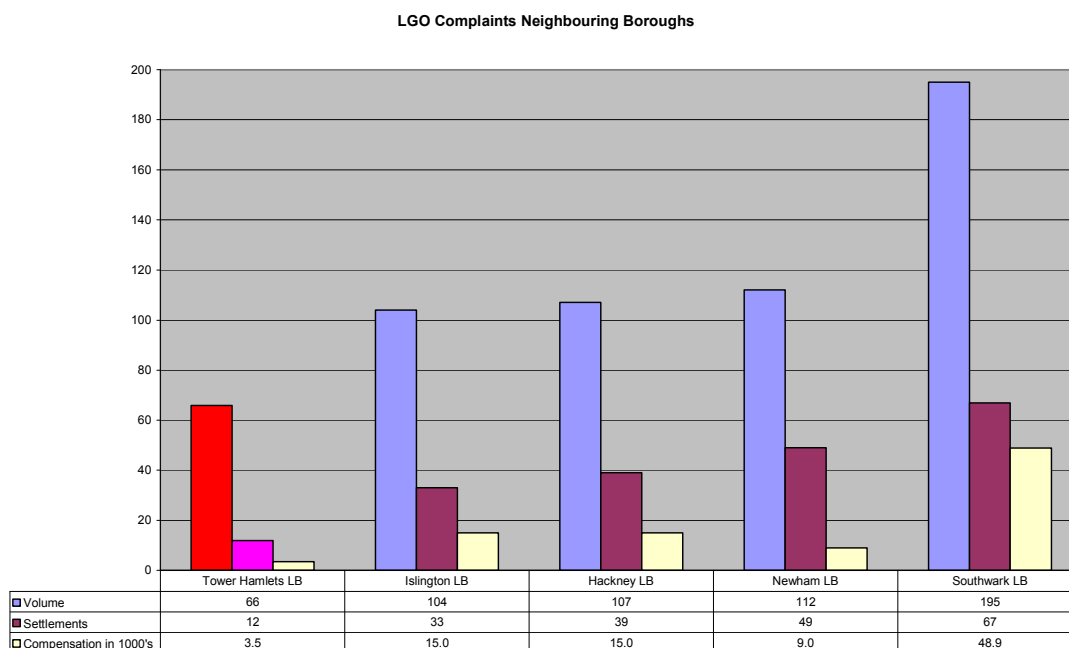
6.5 Two complaints went to the third stage, independent review panel. Both were upheld in some part. One was regarding the process of identifying and assessing extended family members to care for a baby, some errors in recording and communication were upheld. The second identified a delay in obtaining equipment for a disabled mother and insufficient time being given for her to read reports and prepare for a case conference. Both are now fully addressed.

7. **LOCAL GOVERNMENT OMBUDSMAN (LGO)**

7.1 Before addressing the current half year information, the Committee can be updated on the Local Government Ombudsman’s Annual Review of the Council’s performance in 2010/11. The report is appended for information. Following the publishing of the Ombudsman’s Annual Reviews, it is possible to benchmark the Council’s performance against other authorities.

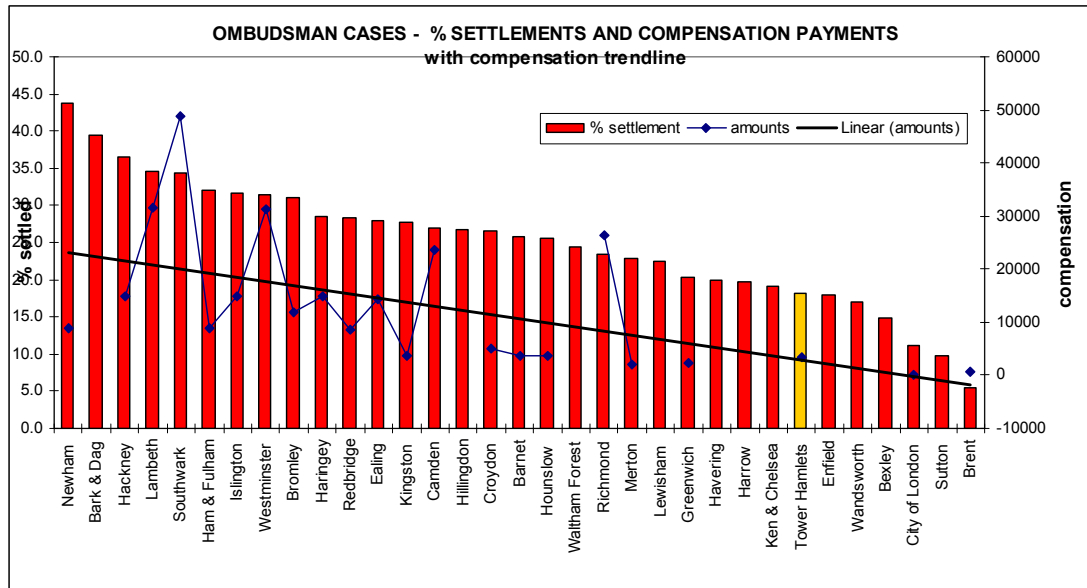
7.2 Figure 24 below compares the total volume of Ombudsman complaints, the number of Local Settlements and the total amount of compensation paid by for a number of neighbouring local authorities. Tower Hamlets compares favourably.

Figure 24



7.3 Similarly the table below compares the percentage of settlements against the overall volume of complaints and the amounts paid in compensation for all London boroughs.

Figure 25



7.4 Half Year Data

First Enquiries 2010/11.

Table 19 below sets out by directorate the volume of new Ombudsman complaints and Council's response rates. The volume of matters referred for consideration is lower than in the previous 6 months, although there appears to be a pattern with fewer complaints in the spring/ summer.

Figure 26: First Response Rates

	number of initial enquiries		% in time	
	2nd Half 2010/11	1st Half 2011/12	2nd Half 2010/11	1st Half 2011/12
Adults Health and Wellbeing	1	3	100%	67%
Chief Executive's	0	1	N/A	N/A
Children Schools & Families	1	0	100%	N/A
Communities, Localities and Culture	3	6	100%	100%
Development and Renewal	9	3	88%	67%
Resources	0	1	100%	100%
Tower Hamlets Homes	5	5	100%	40%
Total	19	19	89%	60%

7.5 The Council maintains a good response rate, averaging 20.1 working days. However the percentage of complaints completed within our stringent response target, has fallen in the past six months.

7.6 The Council has sought the early resolution of complaints where there is some indication of fault, or where it is appropriate to pay compensation or make a gesture of goodwill to improve the complainant's position.

Figure 27

	Total	Report Maladministration	Local Settlement	No Maladministration	Ombudsman Discretion	Out of Jurisdiction	Premature
2nd Half 2010/11	33	0	2	10	5	3	13
1st Half 2011/12	50	0	7	16	2	6	19

7.7 The average percentage of Ombudsman complaints determined as upheld, i.e. Local Settlement is 27.1%. The Council is usually well below this average and the half year being reported is 22.5%.

Figure 28

Ombudsman Local Settlements by Directorate and Service Issue			
Directorate	Division	2010/11 QTRs: 3;4	2011/12 QTRs: 1;2
Adults Health & Wellbeing	Disability and Health		1
Children Schools and Families	School Roll	1	
CLC	Highways Maintenance		1
CLC	Parking		1
CE / CLC	Forwarding enquiry to Pest Control		1
Development & Renewal	Lettings		1
Tower Hamlets Homes	ASB Team		2
Tower Hamlets Homes	Asset Management - Repairs	1	
Totals		2	7

8 SUMMARY

- 8.1 The Council's Complaints Procedure are assessed as compliant with the Customer Services excellence award.
- 8.2 Procedures are subject to ongoing review. Consideration is being given to methods of resolving initial complaint to reduce escalation. Procedures will also be subject to Equalities Impact Assessment in the coming months.
- 8.3 Measures are in place to ensure that issues with significant implications for the Council or indicating impropriety are dealt with promptly and appropriately.
- 8.4 External review through the Ombudsman continues to indicate effective internal mechanisms for resolving complaints. Benchmarking indicates that the Council compares well with other London authorities.

9. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 9.1 The report provides a summary of the complaints received by the Council in the period 1 April 2011 to 31 September 2011 through the Corporate Complaints Procedure, Adults and Children's Social Care Complaints Procedures, and those received and determined by the Local Government Ombudsman in the same period.
- 9.2 There are no financial implications arising from the recommendations in this report and Corporate Complaints procedures and quality checks are designed to minimise the cost of making good and compensation, but where this is necessary, payment is contained within the Directorate's budget.

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

- 10.1 Advice is tendered as required on any potential service breach of statutory or other responsibilities and local settlement advocated to avert other legal action.

11. ONE TOWER HAMLETS CONSIDERATIONS

- 11.1 Corporate Complaint Procedures have been subject to Equalities Impact Assessments and endeavour to capture data on the six equalities strands. Each complaint is considered in the light of any perceived discrimination and monitoring data is analysed annually to consider any wider trends or implications.
- 11.2 Continuing publicity, and analysis of levels of awareness of the process within the community, will ensure that all residents and service users will have better awareness of their right to voice any concerns.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 12.1 There are no key considerations

13. RISK MANAGEMENT IMPLICATIONS

- 13.1 Risk is managed through the internal review processes, and where appropriate legal and risk management advice is sought when considering complaint resolution.

14. EFFICIENCY STATEMENT

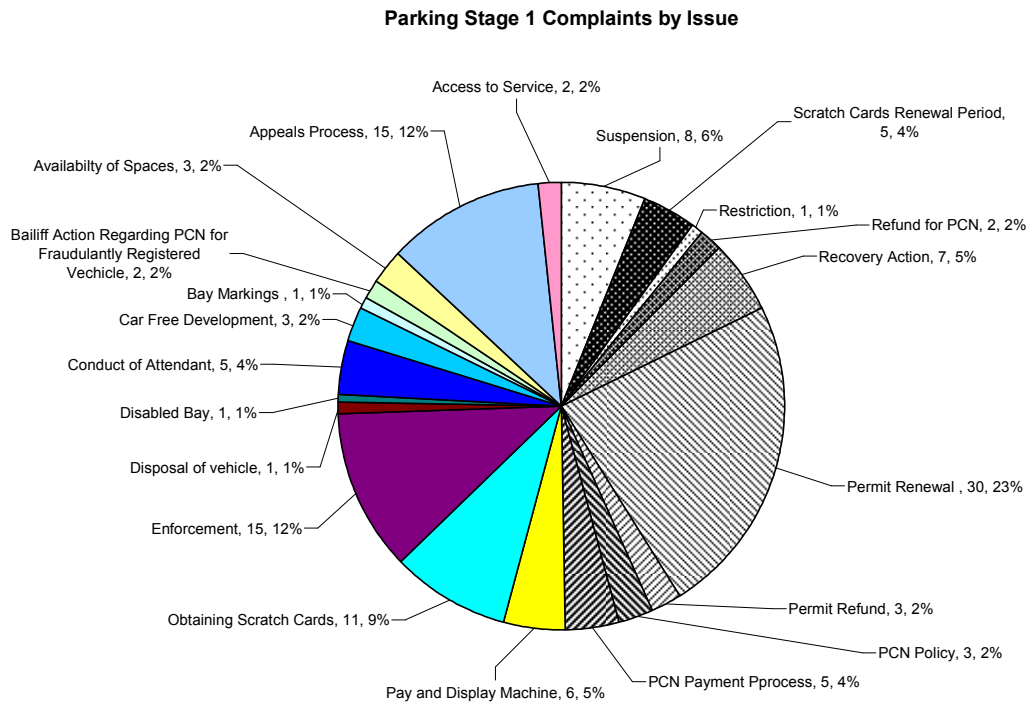
- 14.1 Where appropriate, service improvements and efficiencies are proposed and considered by the relevant services.

Supplementary information for Overview & Scrutiny Complaints Half-Year Report April to September 2011.

The supplementary report is focusing on first level complaints received regarding Parking; Recycling; Events; Contact Centres; Benefits; and Pest Control

The information is presented by section, with two different charts. The first, a pie chart, identifies themes within the complaints and the second, a bar chart, identifies within each theme the proportion upheld or not upheld.

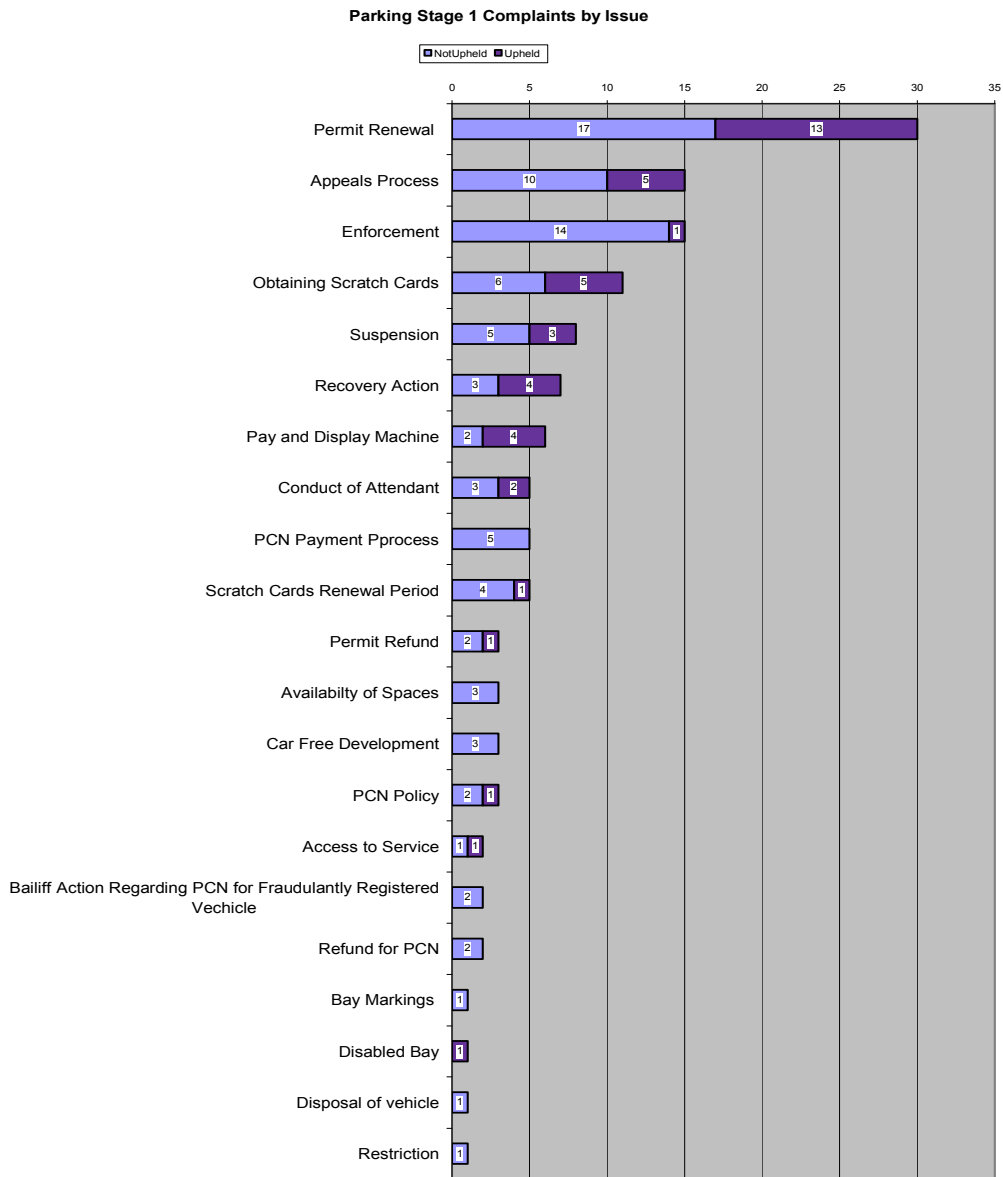
1. Parking



Parking services comment:

The most significant single factor increasing our complaints is probably changes to the way in which we deal with permit applications and renewals (23%), coinciding with the introduction of a new parking IT system.

The new parking ICT system treats visitor scratch cards (9%) as if they were a permit. If the residents fails to buy additional scratch cards within a 12 month period, the system "expires the permit" requiring a new application to be made. Clearly this is frustrating to residents.



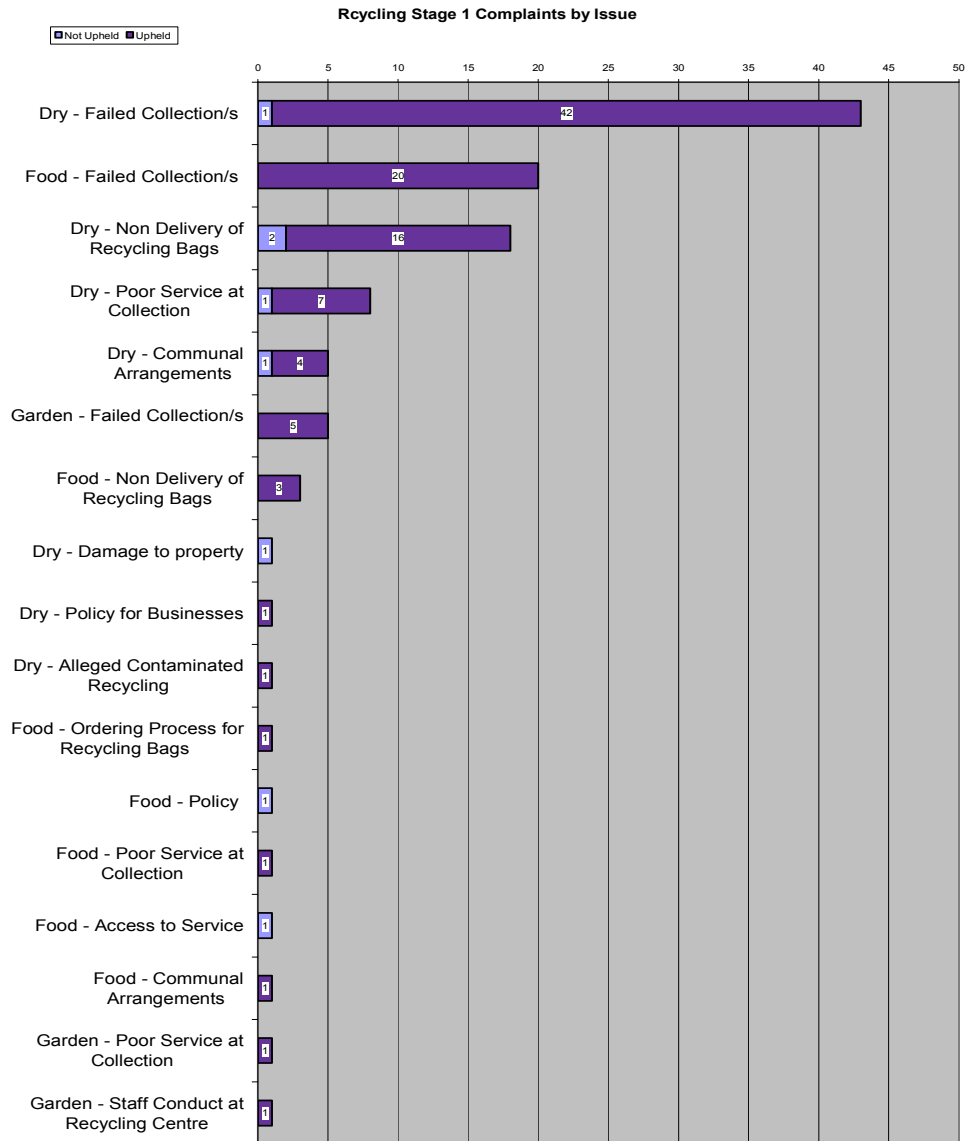
Printing permits and scratch cards at One Stop Shops had always been problematic under the previous parking ICT system. Coinciding with the implementation of the new parking ICT system a decision was taken to print all permits and scratch cards centrally which is less convenient to applicants who wish to walk out with their permit/scratch cards but now have them posted to them.

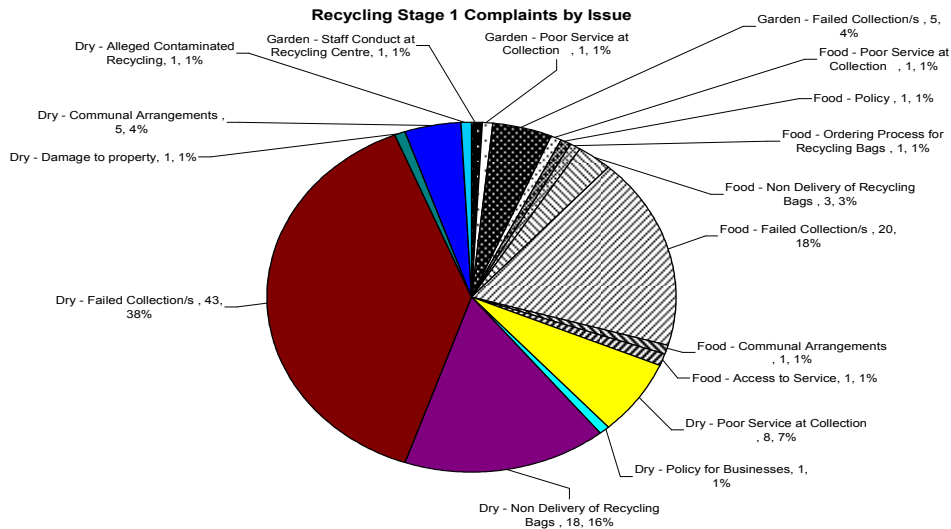
They are reviewing the way in which we manage parking permits but wish to avoid a piecemeal approach. Any changes we make will be in line with our objective of facilitating and promoting on-line renewal of permits.

2. Recycling

By far, the greatest volume of complaints regarding recycling concern failed collections, with 44 for doorstep dry recycling (+3 communal); 20 for food recycling; and 5 for garden waste. All but 2 of the 72 complaints were upheld.

A number of complaints (14) concerned the delivery / availability of recycling bags.

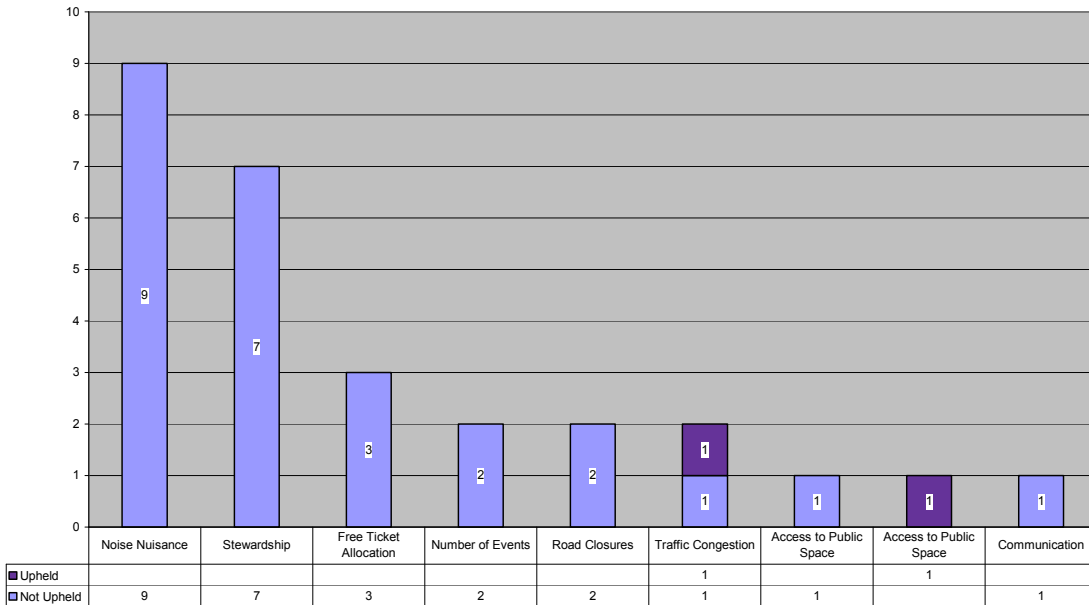




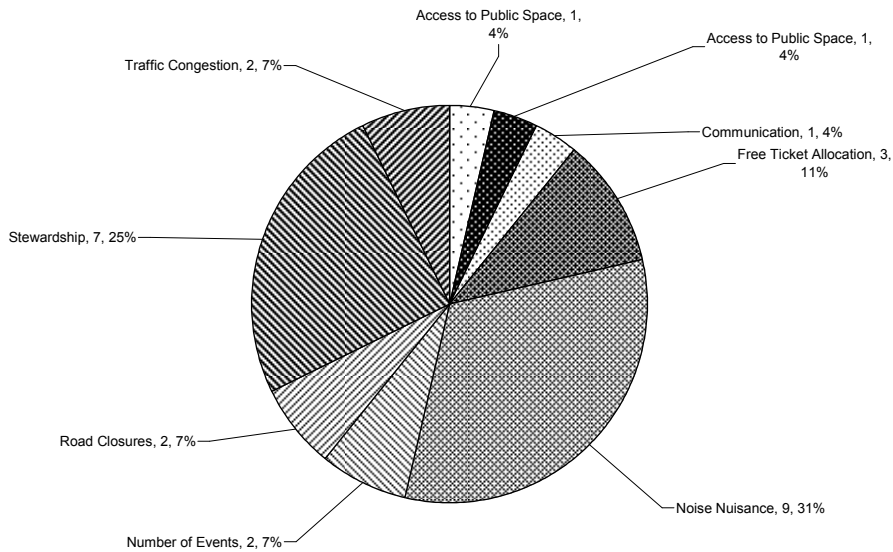
3. Events

All of the complaints relate to aspects of the commercial events programme in Victoria Park. The largest issue for complainants is noise (9 complaints, 31%). These are not referring to statutory noise nuisance, but inconvenience due to the duration/number of events. A further 7 complaints (25%) relate to stewardship, by which I mean management of the event including litter control, toilet facilities, ASB and crowd dispersal. Four complaints relate to traffic congestion and road closures, two of which indicate that residents had difficulty moving vehicles early on the morning of an event. Three were also three complaints from people who did not receive application forms for free tickets. Only 2 of these complaints were upheld. CLC has confirmed that all complaints are considered carefully when planning future events and commented that the 28 complaints relate to nine events that were attended by around 200,000 people and therefore indicate that arrangements for events remain sound.

Events Stage 1 Complaints by Issue



Events Stage 1 Complaints by Issue

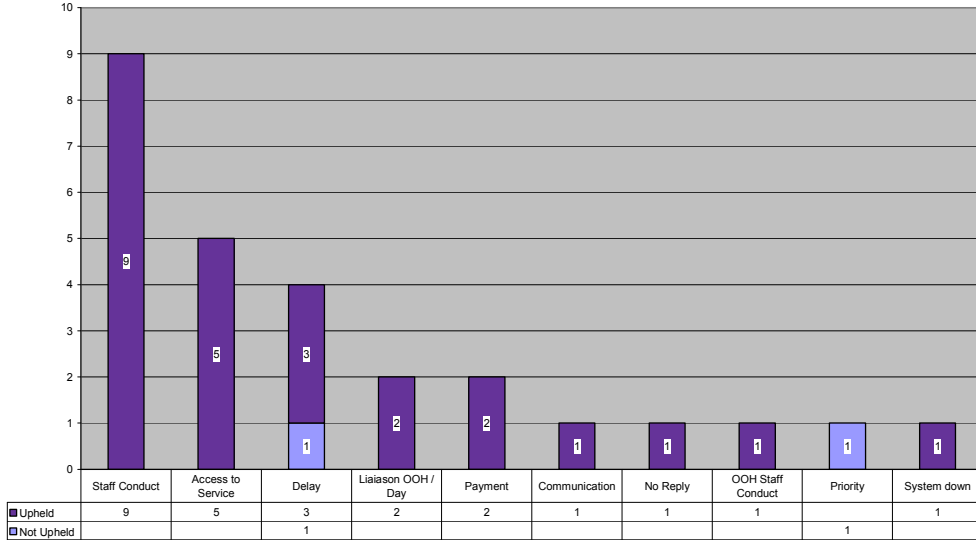


4. Contact Centre

Contact Centre complaints have remained at a similar level to the previous 6 months. They have made some slight changes to the telephony to improve the way customers queue etc. Customer satisfaction continues to remain strong with 97% of customers stating that they would recommend using the service.

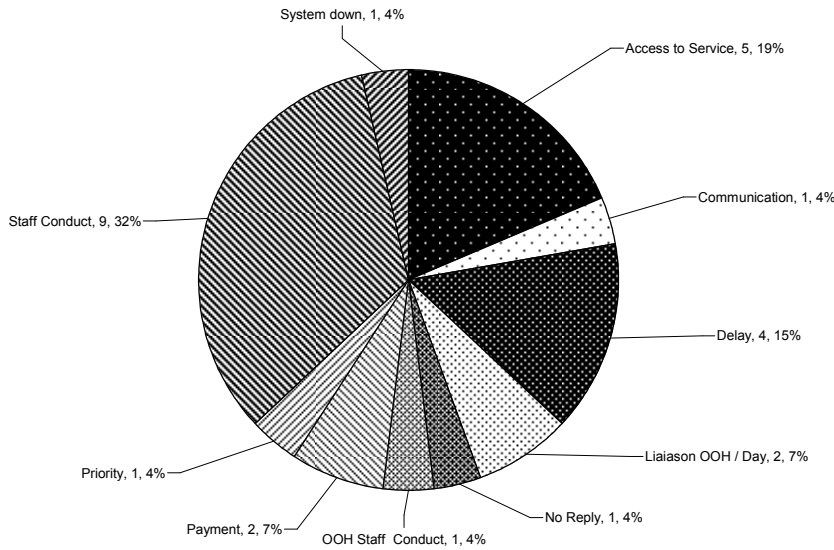
Having the ability to review the recorded call, enables managers to evaluate complaints regarding staff conduct or attitude and use the recording with the member of staff to improve their future interactions with callers.

Contact Centre Stage 1 Complaints by Issue



Complaints categorised as access to service will often relate to back office functions and contact centre liaison with the back office. For example, parking permit renewal requirements, and some complaints regarding the automated phone system. The feedback is being used to continue to improve this system.

Contact Centre Stage 1 Complaints by Issue



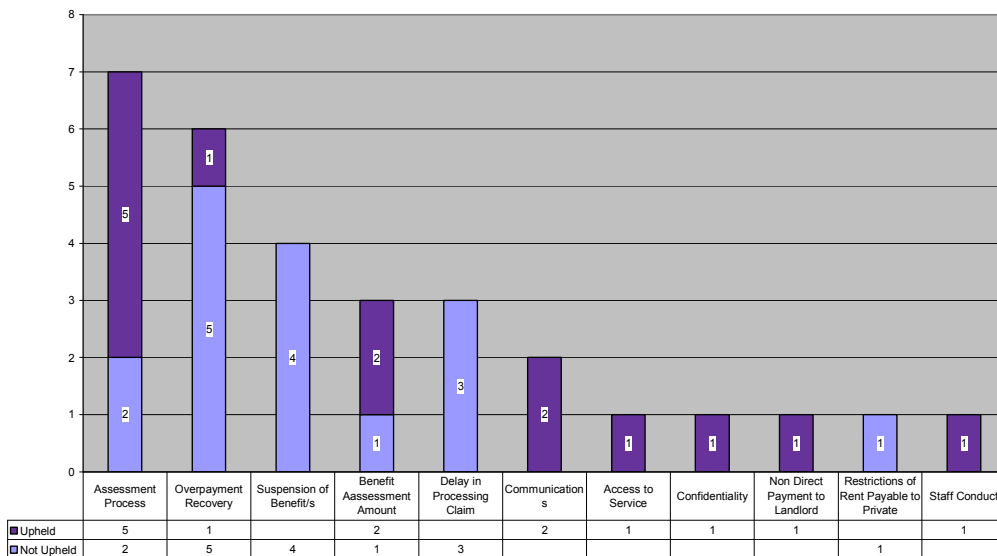
Although not detailed in the charts, the One Stop Shops have had periods of increased waiting times, especially at Chrisp Street, which was expected following the closure of Jack Dash House and the size and capacity of the Chrisp Street building. The service has just re-organised and added more resources to cover the lunch times at Chrisp St. They are also actively working with the back

office services, such as Parking to help identify where they can reduce footfall e.g parking renewals. Again a lot of complaints are about the parking process.

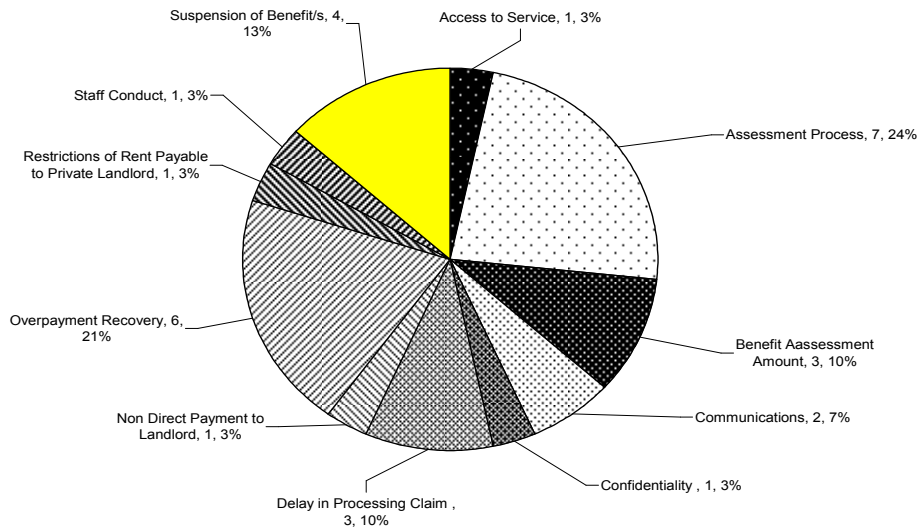
5. Benefits

The highest volume themes for benefits are the assessment process, covering the request for and provision of details to verify the claim, and overpayment recovery, invariably querying the overpayment calculation or period. Where there has been any valid issue raised regarding the assessment process, the Benefits Section have been quick to acknowledge this (in five cases for the half year period reported on).

Benefits Stage 1 Complaints by Issue

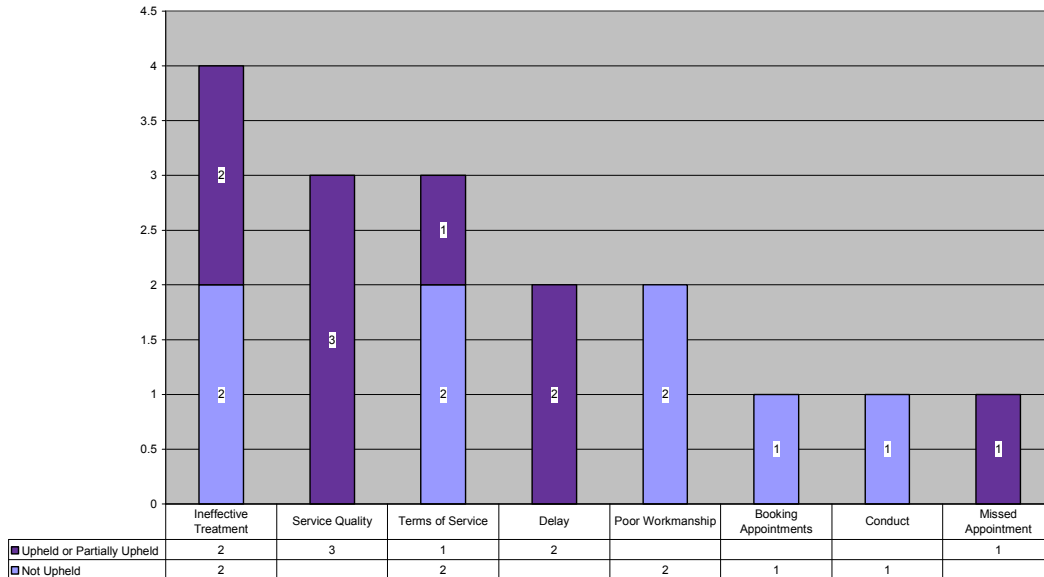


Benefits Stage 1 Complaints by Issue



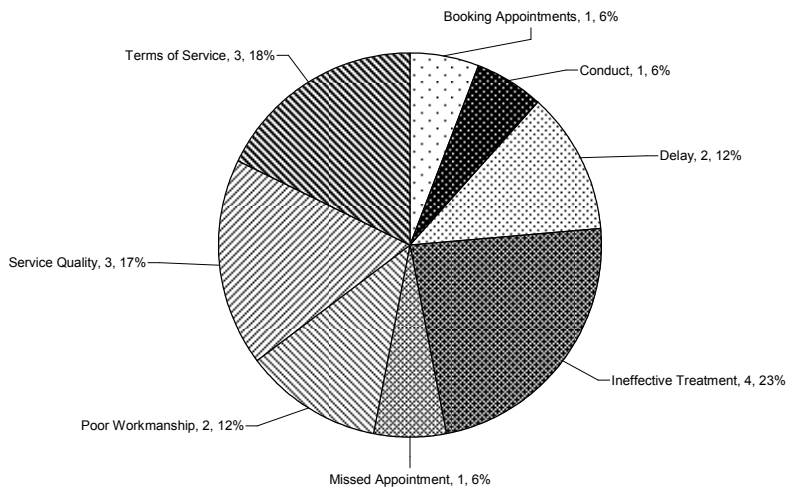
6. Pest Control

Pest Control Stage 1 by Issue



The top three themes are 'ineffective treatment', 'service quality' and 'terms of service'. Ineffective treatment is where the resident feels that treatment should have covered other elements, for example wider spraying for bed bugs or more baiting for rodents. You will see from the chart above, two of the four complaints in this category are upheld. All of the three service quality complaints are upheld, and these include concerns about the information available on access to the service or communication regarding the pest problem. Terms of service include complaints about the scope of the service such as removal of dead animals, pests not covered, and appointment cancelled as preparation by residents had not been carried out.

Pest Control Stage 1 Complaints by Issue



Agenda Item 6.2

Committee/Meeting: Overview & Scrutiny Committee	Date: 6 th December 2011	Classification: Unrestricted	Report No:
Report of: Corporate Director Resources Originating officer(s) Peter Hayday, Service Head Financial Services, Risk & Accountability Michael Keating, Service Head One Tower Hamlets		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q2 2011/12 (Month 6) Wards Affected: All	

Community Plan Theme	All
Strategic Priority	All

1. SUMMARY

1.1 This monitoring report details the financial position of the Council at the end of Quarter 2 compared to budget and service performance against targets. This includes year end projection updates for the:

- General Fund Revenue and Housing Revenue Account;
- Capital Programme;
- 2011/12 Agreed Budget Savings Progress update; together with
- An overview of performance for all of the reportable strategic measures. The Strategic Measures Set represents the key priorities for the Council in 2011/12.

1.2 This report will be considered by Cabinet at its meeting on Cabinet on 7th December.

1.3 Finance Overview

1.3.1 General Fund

As at the end of the second quarter to 30th September 2011, the projected net expenditure is in line with the budget for the year and is consistent with the month end projections reported previously. There are a number of on-going financial risks that are summarised in paragraph 3 of this report and detailed in Appendix 2.

1.3.2 Housing Revenue Account

HRA is forecasting a breakeven position. Further information is provided in paragraph 3.7.

1.3.3 Capital Programme

Directorates have spent 34.2% of their capital budgets for the year (£60.4m against budgets of £176.7m). No underspend is being projected at the moment as budgets have now been re-profiled. These figures include capital estimates which Cabinet is being asked to approve as set out in paragraph 4.2. The overall programme remains affordable within available resources.

1.4 Strategic Plan Activities

The Strategic Plan provides the framework for delivering the Council's priorities and contributions to the Community Plan, including the Mayor's pledges. As at the end of September 2011, 14% of the activities within the Strategic Plan are already complete, with a further 68% on target for completion within scheduled deadlines, 10% delayed and 8% overdue.

1.5 Strategic Measures

The Strategic Measures Set enables the Council to monitor progress against our priorities. Of the measures reportable this quarter, 65% (including subset of measures) are within their target range – 65% of which have exceeded their targets, and 32% are below the target range. 48% of measures have improved compared to last year's Quarter 2 performance.

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

- Appendix 1 - lists budget/target adjustments
- Appendix 2 - provides the estimate budget outturn and explanations of major variances for Directorates for the General Fund
- Appendix 3 - provides the estimate budget outturn and explanations of major variances for the HRA
- Appendix 4 – provides details of the capital programme and details of how the initial 2011/12 capital budget has changed, along with a copy of the BSF 3-year capital programme for information
- Appendix 5 – provides a mid year progress update against all Strategic Plan activities and milestones by Community Plan theme;
- Appendix 6 - provides an overview of performance for all of the reportable strategic measures
- Appendix 7 – provides 2011/12 Agreed Budget Savings Progress update

2. DECISIONS REQUIRED

The Overview and Scrutiny Committee is recommended to:

- 2.1. Review and note the Quarter 2 2011/12 performance; and
- 2.2. Note the Council's financial position remains in line with budget as detailed in sections 3 and 4 and Appendices 1-4 of this report; and
- 2.3. Approve capital estimates totaling £1.655m for Private Sector Improvement Grants, the next phase of the Brick Lane Improvement project, and the Cycle Infrastructure Improvements scheme, as set out in paragraph 4.2.

Reasons for the Decision

Quarterly updates on the position of the capital programme and revenue expenditure against budgets are provided to Cabinet for information. This is the forecast position for the year as at the end of September 2011. The requested capital budget increases are fully funded and require Cabinet approval as stipulated in financial regulations as they are over £0.25m.

Alternative Options

Non approval of the requested capital estimates will mean affected schemes will not be able to progress.

3. REVENUE

3.1 The following table summarises the current expected outturn position for the General Fund.

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	DSG Grant Due £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	100,826	44,229	44,803	0	574	100,826	0
Chief Executive	10,813	5,408	5,334	0	(74)	10,813	0
Children, Schools and Families	85,403	42,702	103,623	(54,890)	6,031	85,403	0
Communities, Localities and Culture	72,342	31,342	23,662	0	(7,680)	72,342	0
Development and Renewal	17,419	8,709	9,769	0	1,060	17,419	0
Resources	13,067	6,533	6,533	0	0	13,067	0
Corporate Costs/Capital Financing	11,090	356	232	0	(124)	11,090	0
TOTAL	310,960	139,279	193,956	(54,890)	(213)	310,960	0

3.2 The table shows year-to-date variances for all the services. For CSF, the £103.623m spend to date includes £54.890m for schools activity to be funded from the Dedicated Schools Grant (DSG). The remaining £48.733m is the net General Fund actual expenditure to date, which is more in line with the profiled budget of £42.701m when the fact that most of the government grant income is credited at year-end is taken into account. The CLC underspend is in line with the previous years profile when taking into account adjustments for inflation. The major variations are all accounted for and are being managed. These are primarily the result of invoice timing by contractors and not systemic issues with project implementation. The D&R variance of £1.060m is due to costs arising from negotiations with the PFI provider to allow BSF works to proceed. These costs are to be funded from an earmarked Building School for the Future reserve created specifically created for this purpose.

3.3 **Adults, Health and Wellbeing** **NIL**

3.3.1 At the end of month six Adults Health and Wellbeing are forecasting a breakeven position.

3.3.2 The Directorate continues to have a number of budget risks as a result of demographic changes. However, there is also an opportunity as a result of unbudgeted NHS funding.

A Transition Clients for Learning Disabilities

The Directorate submitted a growth bid as part of the 2011/12 budget setting process for Learning Disability clients entering the Directorate from the Children Schools and Families Directorate. The forecast funding requirement for this financial year was £0.6m which has been vired from the corporate risk provision.

However, the current forecast by the Directorate is that expenditure to be transferred from the Children Schools and Families Directorate for the 2011/12 financial year is £0.9m; £0.3m more than had been expected. This represents the part year effect of 61 clients (approximately 35 new clients entering the service in 2011/2012). The average unit cost per client is £15,033 which is higher than anticipated and has been affected by two care packages which are both over the cost of £50,000 per annum (one of these clients has a care package of £104,030).

Further due diligence work is being carried out on these values to ensure that they are reflected accurately in the medium term financial plan.

B Dementia Clients

The Directorate submitted a growth bid as part of the 2011/12 budget setting process for Older People with dementia. The forecast funding requirement for this financial year was £2.1m.

The current forecast by the Directorate is that expenditure on supporting clients with dementia into elderly and mentally infirm residential placements is likely to be broadly in line with this projection, although the risk provision is still held within Corporate Costs.

Further due diligence work is being carried out on these values to ensure that they are reflected accurately in the medium term financial plan.

C Domiciliary Care Savings

As reported previously, the Directorate has an efficiency target for 2011/12 for £1.05m in respect of the re-tender of the domiciliary care contracts. Following discussions with Members the tender process was amended, to reflect the

Mayor's policy priorities and this procurement was judged suitable for the London Living wage to be included in the contracts and local suppliers will be encouraged. This has meant the new contracts will not be in place until April 2012. In order to mitigate this risk the Directorate has approached all existing providers to reduce their hourly cost by £2 per hour.

Any remaining slippage for 2011/12 has been managed through the corporate contingency.

D NHS Social Care Funding

The Council has received £3.7m of funding in 2011/12 made available through the NHS to support Social Care expenditure. This funding is the subject of a Section 256 agreement and is required to meet the joint objectives of the Primary Care Trust (PCT) and the Council.

A similar level of funding is likely to be available for 2012/13 but beyond that year, the position is unclear.

Whatever funding is available, the Directorate will need to agree a business plan with the Primary Care Trust which details the service outcomes being sought by both parties through the additional allocation of resources.

3.4 Children, Schools and Families NIL

The Directorate is reporting that it will be able to operate within budget for 2011/12. Nonetheless, an underlying gap of £0.302m in the savings targets for 2011/12 and underlying pressures in Building and Technical Services (BATS). Buildings & Development and transport have no long-term funding to support them and will need to be addressed.

3.5 Development and Renewal (D&R) NIL

A breakeven position is currently forecast, however the Directorate is actively reviewing the Third Sector requirement for savings opportunities where there is a net risk of a £0.2m overspend.

3.6 Corporate Costs & Capital Financing NIL

The Corporate Costs and Capital Financing budget is currently forecasting a breakeven position. This includes a draw down on corporate risk provisions to cover Adults, Health and Wellbeing cost pressures detailed above. To date some £2.2m of this provision is currently unapplied but is subject to further

potential draw-down to cover the ongoing budget pressures in the service directorates.

3.7 **Housing Revenue Account (HRA)** **NIL**

The overall projected HRA breakeven position is the net result of a number of projected under and overspends. The main variances relate to estate parking, which is forecast to underspend due to a new ticket-based contract that offers improved value for money, and income from charges, which is projected to be slightly higher than budget. Additionally, it has also previously been agreed that expenditure relating to the Options Appraisal would be funded from HRA reserves.

3.8 **Income Collection Performance Targets**

Details of income collection during 2011/12 are shown below.

Income Stream	Collected in 2010/11 %	2011/12 Target to 30.09.11 %	2011/12 Collected to 30.09.11 %	Direction of Travel
Business Rates	99.60	49.00	60.87	↑
Central Income	90.00	82.00	71.00	↓
Council Tax	95.10	47.60	48.36	↑
Housing Rents	99.87	100.00	99.36	↓
Service Charges	110.40	47.86	56.58	↑

Collection is comparatively low at 71% mainly due to the high value invoices being raised (£16m for the July period). The largest of these relate to NHS and environmental services which were paid in full in October. Collection statistics include invoices relating to utility charges totalling £1.3m raised in advance of the March 2012 due date.

Council Tax collection at the half year point, remains ahead of target and up on last years performance levels.

Collection of Housing Rents is 99.36%. Performance is currently missing the target of 100% due to the recent reduction in housing benefit paid to households with non dependants.

Increased activity focussing on 'high risk' arrears groups is taking place to improve performance. This includes for example, increased and earlier contact

with tenants with changes to their Housing Benefit entitlement, and increased promotion of Direct Debit and Standing Order as payment methods.

3.9 **2011/12 Agreed Budget Savings Progress to Date**

In February 2011 cabinet approved approximately £55m worth of savings to be delivered over 3 financial years starting 2011/12 of which £29m was required in 2011/12 to balance the budget.

£26.5m (92%) of the savings approved for 2011/12 has already been delivered and while work continues to deliver the remaining £2.4m (8%), the AHWB domiciliary care re-commissioning project has been delayed for the reason already covered in Section 3.3.2 (C) and is one off in 2011/12.

Progress is also being made on projects to deliver the 2012/13 and 2013/14 savings. Current indications are that over 16% of the 2012/13 and 12% of the 2013/14 savings have already been secured.

See appendix 7 for details on progress against specific projects.

4. **CAPITAL**

4.1 The capital budget now totals £176.7m, following the re-profiling of the Victoria Park Masterplan scheme (CLC), Basic Needs Expansion and ICT (CSF), High Street 2012 (D&R) and the Decent Homes initiative (HRA).

4.2 Cabinet are asked to approve capital estimates for the following items which are included within the capital budget figures:

- a) A new budget of £0.8m for Private Sector Improvement Grants within the D&R General Fund budget, which will be funded from resources which have already been received but are currently uncommitted. This includes funding of £0.253m brought forward from the Local Priorities Programme allocations for Disabled Facilities Grants. The balance of £0.547m will be funded from the East London Housing Partnership grant.
- b) An increase of £0.355m for the next phase of the Brick Lane Improvement project in the CLC budget. This will enable a whole route surface improvement of Brick Lane & Osborn Street to create an improved environment which can successfully support and develop the local economy. The increase in budget will be funded by a Section 106 contribution of £355,161.15 from two developments in the vicinity, as

approved at the Planning Contributions Overview Panel (PCOP) on 15th September 2011.

- c) An increase of £0.5m for the Cycle Infrastructure Improvements scheme. The original estimate adopted by Cabinet on 11/05/11 was £0.85m. The Olympics Delivery Authority, through OPTEMS has agreed to contribute a further £0.5m to the extension of the Cycle Hire scheme, to be spent by 31/03/12.

4.3 The Building Schools for the Future budget profile has been reviewed, which resulted in £6.1m of budget on the main schemes moving into future years, and £5.3m of budget relating to the ICT infrastructure schemes being brought forward into the current year.

4.4 Details of all the changes to the capital budget and the 3-year BSF capital programme are set out in Appendix 4.

4.5 Total capital spend to the end of Quarter 2 represented 34.2% of the revised capital programme budget for 2011/12 as per the table below. The proportion of capital budget spent to date is fairly typical for the first six months as much of the programmed spend will be profiled towards the end of the year.

	Annual Budget as at 30-Sep-11	Spent to 30-Sep-11	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	21.097	5.436	25.8%
Children, Schools and Families Resources	21.931	7.034	32.1%
Adults, Health and Wellbeing	1.951	0.373	19.1%
Development and Renewal	0.295	0.111	37.7%
Building Schools for the Future (BSF)	15.329	7.228	47.2%
Housing Revenue Account (HRA)	77.858	31.787	40.8%
GRAND TOTAL	38.251	8.426	22.0%
	176.712	60.395	34.2%

- CLC mid year spend is substantially ahead of 2010/11 performance which resulted in a year end spend of 93%. The % spend profile will always be loaded in favour of the third and Fourth Quarters due to the dominance of TfL funded schemes, spend for which occur in the third to fourth quarter.

4.6 Projected capital expenditure for the year compared to budget is as follows:

	Annual Budget as at 30-Sep-11	Forecast to 31-Mar-12	Projected Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	21.097	21.097	0.000
Children, Schools and Families Resources	21.931	21.931	0.000
Adults, Health and Wellbeing	1.951	1.951	0.000
Development and Renewal	0.295	0.295	0.000
Building Schools for the Future (BSF)*	15.329	15.329	0.000
Housing Revenue Account (HRA)	77.858	77.858	0.000
GRAND TOTAL	38.251	38.251	0.000
	176.712	176.712	0.000

Total projected expenditure for the year of £176.7m is in line with the budget.

5. STRATEGIC PLAN 2011/12

- 5.1 The Council's Performance Management and Accountability Framework requires CMT and members to consider our progress against Strategic Plan activities every 6 months. This section provides a monitoring update for the first 6 months of the Strategic Plan 2011/12.
- 5.2 All activities within the Strategic Plan have been monitored and are detailed in Appendix 5. The following criteria are used to report on the status of activities:
- Completed (Green) - where an activity has been completed.
 - On Target (Gold/Amber) - where an activity is not due for completion yet, and managers consider that progress is on track to meet the deadline. The percentage completed is given to provide an indication of the work already carried out.
 - Delayed (Orange) - where an activity has missed its deadline or is assessed as likely to miss its deadline, but is still anticipated to complete within the financial year.
 - Overdue (Red) - where an activity has been identified as likely to not be completed this financial year. Managers have provided comments for all overdue activities to explain why the deadline was missed; what is being done to rectify the situation; and when the activity will be completed.
- 5.3 There are currently 68 activities in the Strategic Plan. Of the total activities within the Plan, 19 (28%) were due for completion between April and September 2011. Of these 19 activities:
- 9 (47%) are completed;
 - 9 (47%) are delayed; and

- 1 (5%) is overdue.

5.4 Of the remaining 49 (72%) activities, due for completion by end of 2011-12:

- 3 (6%) have been completed ahead of schedule:
 - § Develop better ways to work with our partners and residents
 - § Define boundaries for all of the Borough's town centres to support town centre investment activities
- 37 (76%) are on target for completion by the agreed deadlines; and
- 5 (10%) are likely to be delayed but be completed before year end. The common themes for delays at this stage include: the impact of recently announced changes to government policy and to funding grants; delays in planning approvals or in multi-agency working; and revising projects following consultation.
- 4 (8%) are overdue.

5.5 In addition, one activity and two milestones have been marked as redundant (grey) due to changing priorities:

- **Mainstream triage work with young first time offenders to maintain the current low levels of entrants into the youth justice system.**
Due to funding restrictions, mainstreaming of triage work with young offenders will not take place. Where possible the Youth Offending Team will use existing resources and services to lower or maintain entry into the youth justice system.
- **Lifelong Learning Service to work with a range of schools to deliver a family learning programme as part of the Healthy Borough Programme; and**
- **Lifelong Learning Service Learner Forums to develop work with residents and work with Tower Hamlets College, third sector and community organisations on learning opportunities for adults.**
These milestones are no longer relevant. The Healthy Borough Programme was grant funded, with the programme ending in April 2011. The forum structure was not fit for purpose and is therefore currently being reviewed and restructured. Whilst work continues with key partners, these specific forums are no longer a suitable measure for that work.

Overdue Activities

5.6 Of the total 68 activities in the Strategic Plan, four activities have been assessed as being overdue, as they are unlikely to be completed this financial year. Three of the four activities relate to affordable housing delivery and regeneration. Despite this, performance is strong in this area and we continue to exceed our targets for delivery of affordable housing and social rented family homes. Details on the overdue activities, including remedial action, are outlined below.

5.7 Ensure the successful delivery of the Robin Hood Gardens regeneration programme (Blackwall Reach)

Further work was necessary on the Environmental Statement following initial consultation with the Greater London Authority and London Thames Gateway Development Corporation requiring a change to the submission date of the planning application. Submission is now scheduled for December 2011. The Phase 1A start on site date is now anticipated to be July 2012. The Council is progressing Right to Buy Buybacks and the work for the Compulsory Purchase Order (CPO) to enable delivery of the Blackwall Reach project which will provide up to 1700 new homes.

5.8 Increase support activities to housing partners to achieve greater delivery of suitable affordable homes for Tower Hamlets residents, including the provision of family sized homes

The level of Homes and Communities Agency (HCA) grant for 2011-15 has not yet been confirmed, so we are unable to discuss details of future development programmes with RSLs. Detailed negotiations have taken place with some RSLs to establish acceptable New Affordable Rent levels for schemes which have already been submitted for planning permission. It appears likely that the New Affordable Rent regime will reduce the number of family sized homes which RSLs will produce. Properties under phase 2 of the Local Homes Initiative (9 units on 2 sites) are now projected to complete in early 2012/13.

5.9 Sustain the delivery of affordable housing through the planning process in the current economic climate

The procurement of specialist viability consultant support to assist in the delivery of this activity has been delayed but is now on track for completion in early 2012/13. In the meantime the necessary viability assessments to sustain the delivery of affordable housing are being undertaken by existing consultants and this service will be maintained until the new arrangements are in place.

5.10 As part of this commitment we insert, as standard, a legal obligation in all Section 106 Agreements (e.g. New Festival Quarter, L1 Chrisp Street, and Bow Enterprise Park) requiring developers to build and deliver affordable housing ahead of private accommodation.

5.11 Delivery of phase 2 of improvements to the Tower Hamlets Local History Library and Archive

This activity spans this and next financial year: phase 2 consists of major roof works and provision of a new lift. The scheme has been prepared but awaits

planning approval and listed building consent which will delay its start on site; the revised completion date is March 2013. The next stage of the refurbishment is to submit a bid for Stage 1 Heritage Lottery Funding in order to develop a full bid for stage 2 funding. Once the Stage 1 funding has been received development of the full bid normally takes at least a year whilst the works and sources of match funding are developed and consultation takes place. The revised deadline for the full bid to be submitted is July 2013.

- 5.12 The Council's Performance Review Group will review all activities identified as being at risk of not achieving their year end target, to consider what further action is required.

6 STRATEGIC PERFORMANCE MEASURES

- 6.1 The strategic measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The Strategic Measures Set is reviewed on an annual basis as part of the refresh of the Strategic Plan to ensure that they are fit for purpose. Where necessary, there will also be in-year reviews of the measures.
- 6.2 Appendix 6 details the latest performance against our strategic measures. We monitor the strategic measures through a bandwidth approach, introduced this financial year. Each measure has a target range comprising of a lower bandwidth, which indicates the minimum performance level, and the target. A traffic light system is used to represent performance against the target range. Where performance is below the range this will be coloured RED and GREEN where within range. To help provide a more detailed performance picture, the report also notes the variance between actual performance and the target. Where actual performance is more than 10% off the target this will be RED, within 10% or less of the target AMBER, and GREEN where it is at or above target.

Strategic Performance Measures – Quarter 2 July - September 2011

- 6.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 37 measures in the Strategic Set, totalling 45 when including subset of measures, 31 measures, including subset of measures (69%), are reportable in this quarter. Of these 31 measures:
- 20 (65%) are within their target range, 13 (65%) of which met or exceeded their target;
 - 10 (32%) are below their target range, but four of these are less than 10% off their target;

- 15 (48%) measures have improved based on 2010/11 comparable outturns; and
- 1 (3%) measure (Reduction in number of schools where fewer than 60% of pupils achieve level 4 or above in both English and Maths at KS2 - NI076) – does not currently have a target range. This measure is one of the new DfE floor standards and needs to be looked at in conjunction with the two targets around expected progress of pupils at key stage 2 compared to the national median. A target needs to consider all three, and has not been set yet as we await confirmation of the current number of schools not meeting the new standard.

6.4 The following sections detail our performance under three key headings:

- High performing areas
- Areas of improvement
- High risk areas

High Performing Areas

6.5 The following measures exceeded their targets.

Affordable Housing

Number of affordable homes delivered – gross (National155); and Number of social rented housing completions for family housing - gross (Strategic223)

Affordable homes and family housing remain key local priorities. This is reflected in our performance on our housing indicators, and the work we are doing to ensure completion of our 2011/12 programmes. We continue to exceed our targets for both of these measures and continue to lead performance both nationally and regionally on affordable homes delivered. Quarter 2 has seen a significant increase in the number of affordable homes and family housing compared to this time last year. Based on performance thus far we are on track to achieve the Mayor's housing pledge of building 4,000 affordable homes, with a focus on family housing.

Improved street and environmental cleanliness

Levels of street and environmental cleanliness (NI195 – litter, detritus, graffiti)

Cleanliness of the public realm is an important local priority captured in the Mayor's pledge to protect and improve our environment. Our commitment to this is reflected in our recent performance figures on three out of the four areas of street and environmental cleanliness. Quarter 2 outturns show that we have significantly exceeded our targets on levels of litter, detritus and graffiti in the borough. Extensive work has taken place to manage this service

effectively, ensuring that we maintain a good service for local people and make efficiencies where possible. Tower Hamlets operates a 24 hour service with a robust monitoring process. Work on this continues through our Waste Strategy and with local partners and residents.

Education

Achievement of at least 78 points across the Early Years Foundation Stage (NI072); and Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (NI 075)

Provisional figures for our 2011 education related indicators have just been received following the release of exam results. These are still subject to change. Due to this process we normally expect to see an increase of around one percentage point between provisional and final data. This checking also takes into account any adjustments made due to exam board remarking. Final results will be reported in January 2012. Provisional results indicate a significant and sustained improvement with a 4.4 percentage point increase to 49.9% (above the 47% target) of children achieving 78 points across all 13 scales and at least 6+ in Personal and Social Education and Communication, Language and Literacy. Figures at Key Stage 4, an important mayoral pledge for improvement, are also strong with 60.4% of students achieving five or more A*-C grades at GSCE or equivalent including English and Maths. This exceeds our target and the provisional national average, and is likely to represent one of the biggest improvements of any local authority area this year.

Child poverty

Proportion of children in poverty (NI116)

Due to the methodology for calculating this measure, the latest figures for child poverty relate to 2009. This data indicates a significant improvement from 2008, with the rate of child poverty decreasing from 57% to 53%. Tower Hamlets remains the area with the highest rate of child poverty in London, despite being the borough with the best improvement rate in the region. The Partnership retains a strong commitment to tackling the issue of child poverty, and has developed a child poverty strategy with five key commissioning intentions which are to:

- Develop a total place approach to employment services;
- Build resilience and aspiration in families and communities;
- Support families with income maximisation and financial inclusion;
- Invest in increasing the employability of young people; and
- Mitigate the effects of poverty and improve families' living environments.

The commissioning intentions are being developed and delivered through key Council and Partnership strategies, including our Children and Young People's Plan and the Employment Strategy.

Employment

Overall employment rate - working age (NI151)

Our overall employment rate has improved significantly over the last quarter; with an increase from 60.7% to 62.4%. This has reduced the gap between the borough's employment rate and the London average to 6.7% (the London average has risen by 0.1%). However, the Jobseekers Allowance (JSA) claimant rate has increased in the last quarter from 9.2% to 9.9%. We are continuing to implement our Employment Strategy Action Plan to support more local people, including those at risk of labour market exclusion such as BME women and young people, into sustainable employment.

As part of creating a prosperous community good progress has also been made on the Mayor's pledges relating to jobs and industry. Procurement opportunities and jobs for local people from the Olympics are being achieved through the Procurement Strategy, the Compete For System and East London Business Place. In addition, the Council is creating binding Section 106 planning obligations that require implementation of training strategies and significant employment opportunities in construction for local people

Health

All-age all-cause mortality rate (NI120)

Latest figures (relating to 2010) show that we have exceeded our targets for all age-all-cause mortality rates for both male and female. This represents a year on year improvement in the borough, reflecting effective working between health and social care partners

Areas of improvement

- 6.6 In addition to those measures where we have exceeded our targets, there are also a number of other measures where performance has improved compared to last year.

Customer Access

Overall Satisfaction (Strategic110a)

We are still seeing an increase in our overall customer access satisfaction rate compared to this time last year, going from 90% to 91%. This is reflective of our commitment to providing supportive and responsive services to our residents, and in sustaining this even through more difficult periods of reduced resources.

Young people

16 to 18 year olds who are not in education, employment or training (NEET) (NI117)

Our NEET figures for this quarter are off target; however our performance has improved compared to this time last year. NEET figures are usually relatively high around this time of year until places at educational institutes are confirmed and recorded. Furthermore, the improvement in performance is despite government changes to the methodology for calculating the NEET rate which has resulted in a higher rate for the borough. The Council remains dedicated to reducing NEETs. Activities to achieve this include: follow up initiatives with those young people identified; ongoing work with schools and colleges and third sector providers to support young people back into employment or education; and improvement of data quality. These activities are supported by wider investment in youth services, an important Mayoral pledge, with notable recent achievements including a much needed space for young people at the edge of the City in partnership with the London Metropolitan University.

Improving A-Level attainment - A Level Average Points Score per student in Tower Hamlets (Strategic301)

The A-Level Average Point Score measure contributes to monitoring our progress against our priority to improve educational attainment. In 2011 students in the borough achieved an average points score of 627.6. This is within the target range but below our very stretching target of 731.6. This year's 198.5 result is the highest ever point score per exam, a 0.5 point improvement on last year. Improving educational attainment, including A-Level results above the national average, is a crucial Mayoral pledge. The Mayor's drive to increase A-Level attainment is evident in the new Mayor's Education Award (MEA). The MEA is designed to help young people aged 16-19 from low income families continue in education and training by providing much needed financial support, in light of national changes to the Education Maintenance Allowance. In addition, the Mayor has also invested £400,000 in one-to-one A Level support.

Safeguarding

Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (NI065)

8.7% of children became subject to a Child Protection Plan for a second or subsequent time. This is above our very stretching target of 3.5%, but a marked improvement from last year's Quarter 2 figure of 11.8%.

Health and social care

Social care clients and carers in receipt of Self Directed Support (NI130)

Current figures show that 39.4% of social care clients and carers are in receipt of Self Directed Support. This figure is within the target range but falls short of our target. However, current performance is a 3.3 percentage points improvement from the previous quarter and almost 10 percentage points improvement from the same time last year. We are therefore making progress in achieving the Community Plan priority and Mayoral pledge of promoting support for independent living.

Stopping smoking (NI123)

The latest smoking cessation figures relating to Quarter 1, a Mayoral pledge, show that we have made a good start to the year with 1404 residents setting quit dates and 577 achieving a 4 week quit. This gives a quit rate of 41%. We are 3% above our Q1 target and have achieved a significant improvement compared to this time last year.

High Risk Areas

- 6.7 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their targets. This is based on a number of criteria including: current performance; direction of travel and comparative performance with other London authorities. This results in a risk score of 1-5 (5 being high risk). The following measures have been highlighted as they have produced a risk score of 4 or above.

Homeless prevention

Homeless prevention through casework intervention (Strategic013)

The latest available data shows that we are significantly below our target for this measure. The most important prevention method is offering homeless households private sector properties as an alternative to the statutory homeless route and going in to temporary accommodation. These prevention methods have been severely affected by the government's proposed changes to Housing Benefit entitlements. Landlords have become more reluctant to offer properties to benefit dependant households. With continual promotion, there has been a shift in some landlords' views on this matter and performance in housing households into the private sector has improved slightly, but not enough for us to meet our target. We continue to work with landlords to ensure that rents remain affordable and that we are able to find suitable accommodation. We have also improved the incentives given to landlords to provide properties, funded from an increased homeless grant this year.

Crime

Number of most serious violent crimes per 1,000 population (Strategic030)

This is the responsibility of the Metropolitan Police and the Council works with the police to support them where possible. The target for Serious Violent Crime is currently below target. The Police have developed a range of initiatives to tackle the issue and improve performance. Safer Neighbourhood teams now conduct weekly weapons sweeps on estates and other key locations to seize hidden weapons used in street violence. Safer Community Officers are working with partners to improve inter-neighbourhood relationships through mediation work. Brick Lane, with its night time economy, continues to be an area that contributes heavily to violent crime performance. The Local Authority have recently implemented a borough wide drinking control zone on the recommendation of the police to make an impact on alcohol related violence.

Number of serious acquisitive crimes per 1,000 population (Strategic031)

Serious acquisitive crime also presents a challenge for the Metropolitan Police within the borough; especially robbery, burglary and motor related crime. The Metropolitan Police are currently working with borough partners to develop and implement the Criminal Justice, Integrated Offender Management Programme. This initiative is designed to target known key offenders across a range of agencies to either reduce their re-offending rate or place them before the courts. Tackling drugs continues to be a focus for police activity because of its known link to acquisitive crime. To enable this work the Mayor has funded the Dealer a Day initiative and provided a borough policing team of 21 Officers. The Borough Commander has also requested additional support from New Scotland Yard in the form of the Territorial Support Group to target identified robbery problem areas.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 Under Financial Regulations it is the responsibility of senior managers to spend within budgets and, where necessary, management actions will need to be taken over the remainder of the financial year to avoid overspend.
- 8.2 Any overspend we incur at the end of 2011/12, or at any time over the forthcoming period, will risk the financial position and would increase the savings targets required to meet spending cuts, with a potential impact on front-line services. We need to be prepared to demonstrate to Members that everything possible has been done to contain expenditure within budgets.

9. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 9.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 9.2 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation can be fulfilled.
- 9.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 9.4 Cabinet is asked to agree revised capital estimates for three projects within the capital programme. It is a requirement of the Council’s financial regulations and procedures that Cabinet approval be obtained for capital estimates in excess of £250,000. The three projects are capable of being carried out within the Council’s statutory functions and it will be for officers to ensure that this is the case.
- 9.5 The proposal in respect of the Private Sector Improvement Grant is that funding will come from allocations for disabled facilities grants and from the East London Housing Partnership grant. To the extent that grant funding is used, officers will have to ensure that the conditions of the grant are complied with. If any virement is required from an existing allocation then this must be in accordance with the financial regulations and procedures.
- 9.6 Before agreeing the capital estimates, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t. Relevant information is set out in section 8 of the report and any projects already included in the capital programme should be independently subject to equality analysis.

10. ONE TOWER HAMLETS CONSIDERATIONS

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

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

12. RISK MANAGEMENT IMPLICATIONS

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.

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.

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

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

The Strategic Indicator set contain a number of crime and disorder items under the Safe & Supportive theme, however there are no specific crime and disorder reduction implications.

14. EFFICIENCY STATEMENT

Efficiencies for 2011/12 are incorporated within the estimated forecast outturn.

15. APPENDICES

- Appendix 1 - lists budget/target adjustments
- Appendix 2 - provides the estimate budget outturn and explanations of major variances for Directorates for the General Fund
- Appendix 3 - provides the estimate budget outturn and explanations of major variances for the HRA
- Appendix 4 – provides details of the capital programme and details of how the initial 2011/12 capital budget has changed, along with a copy of the BSF 3-year capital programme for information
- Appendix 5 – provides a mid year progress update against all Strategic Plan activities and milestones by Community Plan theme;
- Appendix 6 - provides an overview of performance for all of the reportable strategic measures
- Appendix 7 – provides 2011/12 Agreed Budget Savings Progress update

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

No “background papers” were used in writing this report

Control Budget 2011/12		Item	Total General Fund	Adults, Health and Wellbeing	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Chief Executive's	Resources	Corporate/ Capital
2011-12 Original Budget at Cash Prices			305,380,417	98,806,200	76,599,860	70,138,818	17,502,000	12,654,272	10,294,067	19,385,200
		Depreciation	0	236,200	5,673,100	220,300	(2,873,400)		285,600	(3,541,800)
		SPP Growth for CE	0	(13,867)	(63,255)	(55,617)	(65,333)	203,736	(5,664)	
		Support Recharges	0					180,000	(180,000)	
		You Decide - Participatory Budgeting	106,000	106,000						
		Framework	290,000	290,000						
		Health (Government Grant)	35,000			35,000				
		Safer Stronger Communities	63,390			63,390				
		Transfer of Complaints Team	0					21,073	(21,073)	
		Social Worker Growth Bid	967,000		967,000					
		Agreed Contingency Growth Allocation	3,773,178		1,728,000				2,045,178	
		Growth Allocation 11/12 - Learning Disabilities Commissioning Budget	602,000	602,000						
		GRO/AHWB/01 (11)								
		Growth Allocation 11/12 - Local land charges GRO/DR/01 (11)	100,000				100,000			
		Growth Allocation 11/12 --Administrative Buildings - NINDR GRO/DR/02 (11)	550,000				550,000			
		PMO Funding	689,000						689,000	
		CE Mayor's Special Responsibility Budget Reserve Adjustment	90,000					90,000		
		Transfer of Web Team Post	0					40,176	(40,176)	
		Concessionary Fares Growth Allocation	1,546,000			1,546,000				
		Transfer of Sector	0							
		Transfer of Sector	0				2,431,151	(2,431,151)		
		Registers	55,000					55,000		
		You Decide - Healthy lifestyle project	35,000			35,000				
		You Decide - Rachel Keeling project	10,000		10,000					
		Transfer of Sector	0							
		ELG	488,000		488,000					
		Drugs Intervention Programme - ABG	86,000			86,000				
		LAP Menus - Community Bus	48,000			48,000				
		Olympics transfer	0				-225,000			
		Dom Care Growth Allocation	0	800,000						(800,000)
		Total Adjustments	9,533,568	2,020,333	8,802,845	2,203,073	-82,582	(1,841,166)	2,772,865	(4,341,800)
		Revised Service Budgets 2011-12	314,913,985	100,826,533	85,402,705	72,341,891	17,419,418	10,813,106	13,066,932	15,043,400
Corporate Items			(3,953,390)							
Total Net Funding Requirement 2011-12			310,960,595							

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CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

	FULL YEAR									
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast Outturn)	Outturn £'000	%
ADULTS HEALTH & WELLBEING										
Expenditure	111,548	114,854	49,812	51,568	1,756	117,218	117,238	2,384	117,238	2
Income	(12,745)	(14,828)	(5,583)	(6,765)	(1,182)	(16,392)	(16,412)	(1,584)	(16,412)	11
Net Expenditure	98,803	100,026	44,229	44,803	574	100,826	100,826	800	100,826	1
CHIEF EXECUTIVES										
Expenditure	20,375	18,460	9,230	8,578	(652)	18,475	18,460	0	18,460	0
Income	(7,700)	(7,647)	(3,822)	(3,244)	578	(7,650)	(7,647)	0	(7,647)	0
Net Expenditure	12,675	10,813	5,408	5,334	(74)	10,825	10,813	0	10,813	0
CSF SCHOOLS BUDGET (DSG)										
Expenditure	322,084	322,659	161,330	78,844	(82,486)	321,225	322,456	(203)	322,456	(0)
Income	(322,084)	(322,659)	(161,330)	(23,954)	137,376	(321,225)	(322,456)	203	(322,456)	(0)
Net Expenditure	0	0	0	54,890	54,890	0	0	0	0	(0)
CSF GENERAL FUND										
Expenditure	123,510	152,467	76,234	64,252	(11,982)	136,994	152,319	(148)	152,319	(0)
Income	(46,911)	(67,064)	(33,532)	(15,519)	18,013	(51,591)	(66,916)	148	(66,916)	(0)
Net Expenditure	76,599	85,403	42,702	48,733	6,031	85,403	85,403	0	85,403	0
COMMUNITIES, LOCALITIES & CULTURE										
Expenditure	111,539	117,031	53,211	43,914	(9,297)	116,403	116,932	(99)	116,932	(0)
Income	(41,402)	(44,689)	(21,869)	(20,252)	1,617	(44,420)	(44,590)	99	(44,590)	(0)
Net Expenditure	70,137	72,342	31,342	23,662	(7,680)	71,983	72,342	0	72,342	0
DEVELOPMENT & RENEWAL										
Expenditure	88,906	80,236	40,118	40,404	286	82,749	83,019	2,783	83,019	3
Income	(71,403)	(62,817)	(31,409)	(30,635)	774	(65,118)	(65,600)	(2,783)	(65,600)	4
Net Expenditure	17,503	17,419	8,709	9,769	1,060	17,632	17,419	0	17,419	0
RESOURCES										
Expenditure	263,633	264,557	132,278	171,244	(31,695)	264,864	264,557	0	264,557	0
Income	(253,359)	(251,490)	(125,745)	(164,711)	31,695	(251,797)	(251,490)	0	(251,490)	0
Net Expenditure	10,274	13,067	6,533	6,533	0	13,067	13,067	0	13,067	0
CORPORATE COSTS & CAPITAL FINANCING										
Expenditure	19,385	11,890	356	738	(124)	15,843	11,090	(800)	11,090	0
Income	0	0	0	(506)	0	0	0	0	0	0
Net Expenditure	19,385	11,890	356	232	(124)	15,843	11,090	(800)	11,090	(7)
TOTAL										
Expenditure	1,060,980	1,082,154	522,568	459,542	(134,192)	1,073,772	1,086,070	3,916	1,086,070	0
Income	(755,604)	(771,194)	(383,289)	(265,585)	188,870	(758,192)	(775,111)	(3,917)	(775,111)	1
Net Expenditure	305,376	310,960	139,279	193,956	54,677	315,579	310,960	(0)	310,960	(0)

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CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

FULL YEAR										RAG Status	
ADULTS, HEALTH & WELLBEING										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	
A53 Commissioning and Strategy M&A	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %		
Expenditure	1,672	168	87	87	0	168	168	0	0	(0)	
Income	(96)	0	0	0	0	0	0	0	0	0	
Net Expenditure	1,576	168	87	87	0	168	168	0	0	(0)	
Vote Budget Manager: D.Cohen Budget Risk: Low Date forecast last reviewed: 30/06/2011											
0%											
A04 Preventative Technology	82	(82)	12	12	0	82	82	0	0	0	
Expenditure	82	(82)	12	12	0	82	82	0	0	0	
Income	0	0	0	0	0	(82)	(82)	0	0	0	
Net Expenditure	0	0	12	12	0	0	0	0	0	0	
Vote Budget Manager: K.Sugars Budget Risk: Low Date forecast last reviewed: 30/06/2011											
0%											
A05 Carers Grant	1,116	1,117	450	447	(3)	1,098	1,092	(6)	(2)	(1)	
Expenditure	1,116	1,117	450	447	(3)	1,098	1,092	(6)	(2)	(1)	
Income	0	0	0	(44)	(44)	(25)	(52)	(8)	0	107	
Net Expenditure	1,116	1,117	450	403	(47)	1,073	1,040	(33)	(7)	(3)	
Vote Budget Manager: B.Disney Budget Risk: Medium Date forecast last reviewed: 30/06/2011											
-7%											
A41 Personalisation	550	550	380	378	(2)	531	531	0	(3)	0	
Expenditure	550	550	380	378	(2)	531	531	0	(3)	0	
Income	(550)	(550)	(380)	(382)	(2)	(531)	(531)	19	(3)	0	
Net Expenditure	0	0	0	(4)	(4)	0	0	0	0	0	
Vote Budget Manager: C.Haman Budget Risk: High Date forecast last reviewed: 31/07/2011											
0%											
A42 Older People Commissioning	22,940	24,957	10,100	10,310	210	25,740	25,313	(427)	0	(2)	
Expenditure	22,940	24,957	10,100	10,310	210	25,740	25,313	(427)	0	(2)	
Income	(3,210)	(5,355)	(3,300)	(2,701)	599	(5,599)	(3,936)	1,419	(26)	(30)	
Net Expenditure	19,730	19,602	6,800	7,609	809	20,141	21,377	1,775	9	6	
Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 15/08/2011											
9%											
A43 Learning disabilities Commissioning	22,289	22,194	8,000	8,854	854	24,633	23,928	(705)	8	(3)	
Expenditure	22,289	22,194	8,000	8,854	854	24,633	23,928	(705)	8	(3)	
Income	(4,078)	(3,647)	(1,600)	(2,367)	(767)	(4,460)	(5,171)	(1,524)	42	16	
Net Expenditure	18,211	18,547	6,400	6,487	87	20,173	18,757	(1,416)	1	(7)	
Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 15/08/2011											
1%											
A44 Mental Health Commissioning	9,569	9,862	4,660	4,577	(83)	9,691	9,683	(8)	(2)	(0)	
Expenditure	9,569	9,862	4,660	4,577	(83)	9,691	9,683	(8)	(2)	(0)	
Income	(1,617)	(1,884)	(90)	(90)	0	(1,892)	(1,806)	86	(4)	(5)	
Net Expenditure	7,952	7,978	4,570	4,487	(83)	7,799	7,877	(78)	(1)	1	
Vote Budget Manager: R.Fradgley Budget Risk: High Date forecast last reviewed: 20/09/2011											
-1%											
A45 Physical Disabilities Commissioning	7,067	7,067	3,200	4,188	988	9,068	9,138	70	29	1	
Expenditure	7,067	7,067	3,200	4,188	988	9,068	9,138	70	29	1	
Income	(1,236)	(1,236)	(66)	(66)	0	(1,602)	(1,772)	(170)	43	11	
Net Expenditure	5,831	5,831	3,134	4,122	988	7,466	7,366	(100)	26	(1)	
Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 20/09/2011											
26%											
A46 HIV Commissioning	273	273	7	7	0	163	163	(100)	(40)	0	
Expenditure	273	273	7	7	0	163	163	(100)	(40)	0	
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	273	273	7	7	0	163	163	(110)	(40)	0	
Vote Budget Manager: B.Disney Budget Risk: High Date forecast last reviewed: 20/09/2011											
-40%											

ADULTS, HEALTH & WELLBEING	FULL YEAR										RAG Status	
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Forecast to Latest Forecast Outturn) %		Variance (Previous Latest Forecast to Latest Forecast Outturn) %		
								£'000	%			
A47 Access to Resources	0	1,037	555	553	(2)	1,037	1,040	3	0	0	0%	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
	Expenditure	0	555	553	(2)	1,037	1,040	3	0	0		Vote Budget Manager: D.Ingram Low Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	555	553	(2)	1,037	1,040	3	0	0		
A48 Strategic Commissioning	0	608	310	323	13	571	634	26	4	11	5%	
	Expenditure	0	310	323	13	571	634	26	4	11		Vote Budget Manager: B.Disney Low Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	0	0	0	0	(95)	(96)	0	0	0		
	Net Expenditure	0	310	323	13	476	538	26	5	0		
A50 Supporting People	14,526	14,527	7,540	7,535	(5)	14,503	14,503	(24)	(0)	0	0%	
	Expenditure	0	0	0	0	14,503	14,503	0	0	0		Vote Budget Manager: C.Kilpatrick Medium Budget Risk: Date forecast last reviewed: 31/07/2011
	Income	0	0	0	0	0	0	0	0	0		
	Net Expenditure	14,526	7,540	7,535	(5)	14,503	14,503	(24)	(0)	0		
A55 Quality and Performance	678	682	285	286	1	709	691	9	1	(3)	-11%	
	Expenditure	(29)	0	0	0	(113)	(113)	(84)	290	0		Vote Budget Manager: K.Sugars Low Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	649	653	286	1	596	578	(75)	(11)	(3)		
	Net Expenditure	649	653	286	1	596	578	(75)	(11)	(3)		
A56 Social Services I.T.	356	356	87	87	0	353	353	(3)	(1)	0	-1%	
	Expenditure	0	0	0	0	0	0	0	0	0		Vote Budget Manager: K.Sugars Low Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	0	0	0	0	0	0	0	0	0		
	Net Expenditure	356	356	87	0	353	353	(3)	(1)	0		
A57 Strategic Projects	0	0	0	0	0	0	0	0	0	0	0%	
	Expenditure	0	0	0	0	0	0	0	0	0		Vote Budget Manager: K.Sugars Low Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	0	0	0	0	0	0	0	0	0		
	Net Expenditure	0	0	0	0	0	0	0	0	0		
A58 Technical Resources	444	650	150	108	(42)	686	551	(99)	(15)	(20)	-21%	
	Expenditure	(1)	(20)	(30)	(10)	(37)	(37)	(36)	3,600	0		Vote Budget Manager: K.Sugars Medium Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	443	649	78	(52)	649	514	(135)	(21)	(21)		
	Net Expenditure	443	649	78	(52)	649	514	(135)	(21)	(21)		
A59 Corporate Services	761	2,310	200	393	193	646	646	(1,864)	(72)	0	-74%	The forecast underspend is due to a reduction in historic early retirement costs to be incurred by the Directorate, in addition the Directorate has in excess of £1m of inflation that to date has not been agreed to DMT for allocation. The forecasts for the commissioning budgets in particular are currently being scrutinised and it is likely this funding will be allocated to this area in the future.
	Expenditure	0	0	0	0	0	0	0	0	0		Vote Budget Manager: P.Thorogood Medium Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	761	2,262	200	(565)	(765)	(535)	(1,864)	(74)	(0)		
	Net Expenditure	761	2,262	200	(565)	(765)	535	(1,864)	(74)	0		
A61 Business Supp & Prog Management	1,304	801	657	657	0	1,621	1,745	944	118	8	7%	
	Expenditure	(784)	(23)	0	0	(934)	(916)	(893)	3,883	(2)		Vote Budget Manager: K.Sugars Medium Budget Risk: Date forecast last reviewed: 30/06/2011
	Income	520	778	657	657	687	829	51	7	21		
	Net Expenditure	520	778	657	657	687	829	51	7	21		
A62 Strategy and Policy	152	158	100	101	1	151	151	(7)	(4)	0	36%	
	Expenditure	(111)	(111)	0	0	(86)	(86)	25	(23)	0		Vote Budget Manager: K.Sugars Low Budget Risk: Date forecast last reviewed: 31/07/2011
	Income	41	47	101	101	65	65	18	38	0		
	Net Expenditure	41	47	101	101	65	65	18	38	0		
Commissioning & Strategy	83,779	87,399	36,780	38,903	2,123	91,450	90,412	3,013	3	(1)	2%	
	Expenditure	(11,794)	(13,062)	(5,456)	(6,638)	(1,182)	(14,709)	(1,647)	13	(6)		Service Head: D.Cohen
	Income	71,985	74,337	31,324	32,265	941	75,863	1,366	2	(0)		
	Net Expenditure	71,985	74,337	31,324	32,265	941	75,863	1,366	2	(0)		

ADULTS, HEALTH & WELLBEING	FULL YEAR										RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast		Latest Forecast		Variance (Latest Forecast to Latest Forecast Outturn) %	
						Outturn £'000	Outturn %	Outturn £'000	Outturn %		
A38 Older People Service Head	0	0	0	0	0	0	0	0	0	0	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	0	
A39 Older People Mental Health	390	395	200	198	(2)	395	395	395	395	0	0%
Expenditure	390	395	200	198	(2)	395	395	395	395	0	
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	390	395	200	198	(2)	395	395	395	395	0	
A39 Older People Assess & Care Mngmt	1,788	745	740	740	0	1,702	745	745	745	(56)	0%
Expenditure	1,788	745	740	740	0	1,702	745	745	745	(56)	
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	1,788	745	740	740	0	1,702	745	745	745	(56)	
A15 Occupational Therapy	1,794	642	290	287	(3)	1,821	641	641	(1)	(65)	0%
Expenditure	1,794	642	290	287	(3)	1,821	641	641	(1)	(65)	
Income	(18)	0	0	0	0	(18)	0	0	0	(100)	
Net Expenditure	1,776	642	290	287	(3)	1,803	641	641	(1)	(64)	
M&A Community Equipment Service	919	919	450	460	10	1,113	1,123	1,123	10	22	1%
Expenditure	919	919	450	460	10	1,113	1,123	1,123	10	22	
Income	0	0	0	0	0	0	0	0	0	(194)	
Net Expenditure	919	919	450	460	10	1,113	1,123	1,123	10	(194)	
A30 Adult Resources Sub Div M&A	88	38	38	38	0	88	38	38	0	(57)	0%
Expenditure	88	38	38	38	0	88	38	38	0	(57)	
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	88	38	38	38	0	88	38	38	0	(57)	
A31 Physical Disabilities Establishments	660	614	250	210	(40)	569	519	(95)	(15)	(9)	-15%
Expenditure	660	614	250	210	(40)	569	519	(95)	(15)	(9)	
Income	(1)	(1)	(1)	(1)	0	(1)	(1)	(1)	(1)	0	
Net Expenditure	659	613	249	209	(40)	568	518	(95)	(15)	(9)	
A33 Older People Day Centres	1,639	1,703	735	719	(16)	1,733	1,673	(30)	(2)	(3)	-2%
Expenditure	1,639	1,703	735	719	(16)	1,733	1,673	(30)	(2)	(3)	
Income	(37)	(37)	(20)	(20)	0	(51)	(37)	(27)	(27)	0	
Net Expenditure	1,602	1,666	715	699	(16)	1,682	1,636	(30)	(2)	(3)	
A34 Home Care	6,158	5,031	2,950	2,757	(193)	5,860	4,639	(392)	(8)	(21)	-8%
Expenditure	6,158	5,031	2,950	2,757	(193)	5,860	4,639	(392)	(8)	(21)	
Income	(97)	(5)	0	0	0	(5)	(5)	(5)	0	0	
Net Expenditure	6,061	5,026	2,950	2,757	(193)	5,855	4,634	(392)	(8)	(21)	
A02 Disabilities & Health Divisional M&A	175	195	96	96	0	195	195	0	0	(0)	0%
Expenditure	175	195	96	96	0	195	195	0	0	(0)	
Income	0	(20)	(20)	(20)	0	(20)	(20)	0	0	0	
Net Expenditure	175	175	76	76	0	175	175	0	0	(0)	

ADULTS, HEALTH & WELLBEING	FULL YEAR										RAG Status			
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast		Latest Forecast		Variance (Latest Forecast to Latest Forecast Outturn) %		Variance (Previous & Latest Forecast to Latest Forecast Outturn) %		
						Outturn £'000	Outturn £'000	Outturn £'000	Outturn £'000					
Explanation of any variance that is considered to be significant and all variances greater than £100k														
Proposed mitigating action and dates														
A11 Physical Disabilities Sub Div M&A	93	27	27	36	9	66	27	0	0	(59)	0	0	L.Keast Low Date forecast last reviewed: 30/06/2011	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	93	27	27	36	9	66	27	0	0	(59)	0	0		
A12 P.D. Assess & Care Management	1,057	246	247	247	0	933	246	0	0	(74)	0	0	L.Keast Medium Date forecast last reviewed: 30/06/2011	0%
Expenditure	0	0	0	0	0	(22)	0	0	0	(100)	0	0		
Income	0	0	0	0	0	911	246	0	0	(73)	0	0		
Net Expenditure	1,057	246	247	247	0	911	246	0	0	(73)	0	0		
A13 Learning Dis Sub Division M&A	83	83	42	41	(1)	64	72	(13)	(11)	13	0	0	D.Sheridan Low Date forecast last reviewed: 30/06/2011	-23%
Expenditure	(35)	(35)	(18)	(18)	0	0	(35)	0	0	0	0	0		
Income	48	48	24	23	(1)	64	37	(23)	(11)	(42)	0	0		
Net Expenditure	48	48	24	23	(1)	64	37	(23)	(11)	(42)	0	0		
A14 Learning Dis Assess & Care Mngmt	951	951	475	475	0	936	953	2	0	2	0	0	D.Sheridan Medium Date forecast last reviewed: 30/06/2011	0%
Expenditure	(79)	(79)	(39)	(39)	0	(79)	(79)	0	0	0	0	0		
Income	872	872	436	436	0	858	874	2	0	2	0	0		
Net Expenditure	872	872	436	436	0	858	874	2	0	2	0	0		
A17 Vulnerable Adults and Drugs	372	138	138	138	0	305	138	0	0	(55)	0	0	L.Keast Low Date forecast last reviewed: 30/06/2011	0%
Expenditure	(36)	(8)	0	0	0	(8)	(8)	0	0	0	0	0		
Income	336	130	138	138	0	297	130	0	0	(56)	0	0		
Net Expenditure	336	130	138	138	0	297	130	0	0	(56)	0	0		
A18 Hospital Social Work Teams	1,147	496	496	509	13	1,078	496	0	0	(54)	0	0	L.Keast Medium Date forecast last reviewed: 31/05/2011	0%
Expenditure	0	0	0	0	0	(52)	0	0	0	(100)	0	0		
Income	1,147	496	496	509	13	1,026	496	0	0	(52)	0	0		
Net Expenditure	1,147	496	496	509	13	1,026	496	0	0	(52)	0	0		
A20 Adult Protection	310	348	140	100	(40)	348	303	(45)	(13)	13	0	0	A.Tyrer Low Date forecast last reviewed: 30/06/2011	-16%
Expenditure	(42)	(38)	0	0	0	(38)	(38)	0	0	0	0	0		
Income	268	310	140	100	(40)	310	265	(45)	(15)	(15)	0	0		
Net Expenditure	268	310	140	100	(40)	310	265	(45)	(15)	(15)	0	0		
A23 Mental Health Sub Division M&A	83	83	42	45	0	90	90	7	8	(0)	0	0	S.Diffey Medium Date forecast last reviewed: 30/06/2011	-100%
Expenditure	(81)	(81)	0	0	0	(90)	(90)	(9)	11	0	0	0		
Income	2	2	42	45	0	0	0	(2)	(100)	0	0	0		
Net Expenditure	2	2	42	45	0	0	0	(2)	(100)	0	0	0		
A24 Area Mental Health Teams	2,588	2,624	1,283	1,283	0	2,570	2,617	(7)	(0)	2	0	0	L.A.Johnson Medium Date forecast last reviewed: 30/06/2011	2%
Expenditure	(427)	(427)	0	0	0	(360)	(370)	57	(13)	3	0	0		
Income	2,161	2,197	1,283	1,283	0	2,210	2,247	50	2	2	0	0		
Net Expenditure	2,161	2,197	1,283	1,283	0	2,210	2,247	50	2	2	0	0		
A25 Mental Health Day Centres	484	515	225	223	(2)	515	507	(8)	(2)	(1)	0	0	L.A.Johnson Medium Date forecast last reviewed: 30/06/2011	1%
Expenditure	(34)	(34)	(6)	(6)	0	(23)	(23)	1	(32)	0	0	0		
Income	450	481	219	217	(2)	492	484	3	1	(2)	0	0		
Net Expenditure	450	481	219	217	(2)	492	484	3	1	(2)	0	0		
A32 Learning disabilities Day Centre	456	457	270	228	(42)	407	372	(65)	(19)	(9)	0	0	D.Sheridan Medium Date forecast last reviewed: 30/06/2011	-18%
Expenditure	(5)	(5)	(2)	(2)	0	(5)	(1)	4	(80)	(79)	0	0		
Income	451	452	268	226	(42)	402	371	(81)	(18)	(8)	0	0		
Net Expenditure	451	452	268	226	(42)	402	371	(81)	(18)	(8)	0	0		
A37 Emergency Duty Social Work Service	281	284	140	203	63	336	425	141	50	26	0	0	I.Williamson Medium Date forecast last reviewed: 30/06/2011	53%
Expenditure	(20)	(20)	0	0	0	(20)	(20)	0	0	0	0	0		
Income	261	264	140	203	63	316	405	141	53	28	0	0		
Net Expenditure	261	264	140	203	63	316	405	141	53	28	0	0		
A81 First Response	0	1,101	137	137	0	0	1,101	0	0	0	0	0	I.Williamson Medium Date forecast last reviewed: 30/06/2011	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	0	1,101	137	137	0	0	1,101	0	0	0	0	0		

ADULTS, HEALTH & WELLBEING	FULL YEAR										RAG Status	
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) %		Variance (Previous & Latest Forecast Outturn) %		Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
								£'000	%			
A82 Reablement	0	1,749	250	155	(95)	0	1,530	(13)	(13)	0	Vote Budget Manager: I.Williamson Medium Budget Risk: Date forecast last reviewed: 30/06/2011	-13%
Net Expenditure	0	1,749	250	155	(95)	0	1,530	(13)	(13)	0		
A83 Longer Term Support	0	2,446	765	751	(14)	0	2,422	(1)	(1)	0	Vote Budget Manager: I.Williamson Medium Budget Risk: Date forecast last reviewed: 30/06/2011	-1%
Net Expenditure	0	2,420	747	733	(14)	0	2,396	(1)	(1)	0		
Adult Social Care	21,516	21,830	10,426	10,076	(350)	21,126	21,267	(141)	(141)	1	Service Head: K.Marks	-2%
Net Expenditure	20,804	21,014	10,302	9,952	(350)	20,835	20,514	(300)	(300)	(5)		
A66 Learning and Development	587	587	310	293	(17)	547	547	(40)	(40)	0	Vote Budget Manager: P.Thorogood Medium Budget Risk: Date forecast last reviewed: 30/06/2011	-7%
Net Expenditure	587	587	310	293	(17)	547	547	(40)	(40)	0		
A68 Supported Employment	20	20	0	0	0	11	11	(9)	(9)	(4)	Vote Budget Manager: P.Thorogood Low Budget Risk: Date forecast last reviewed: 30/06/2011	-46%
Net Expenditure	20	20	0	0	0	11	11	(9)	(9)	(4)		
A67 Finance Services	791	1,717	635	632	(3)	783	1,699	(18)	(18)	117	Vote Budget Manager: P.Thorogood Medium Budget Risk: Date forecast last reviewed: 30/06/2011	-2%
Net Expenditure	752	767	632	629	(3)	749	749	(18)	(18)	2,690		
A72 Payroll On cost	1,554	0	0	0	0	0	0	0	0	0	Vote Budget Manager: P.Thorogood Low Budget Risk: Date forecast last reviewed: 30/06/2011	0%
Net Expenditure	1,554	0	0	0	0	0	0	0	0	0		
A90 Support Services Holding A/C	3,301	3,301	1,661	1,661	0	3,301	3,301	0	0	0	Vote Budget Manager: P.Thorogood Low Budget Risk: Date forecast last reviewed: 30/06/2011	0%
Net Expenditure	3,301	3,301	1,661	1,661	0	3,301	3,301	0	0	0		
A91 Adult Services Holding Accounts	0	0	0	3	3	0	0	0	0	0	Vote Budget Manager: P.Thorogood Low Budget Risk: Date forecast last reviewed: 30/06/2011	0%
Net Expenditure	0	0	0	3	3	0	0	0	0	0		
Other	6,253	5,625	2,606	2,589	(17)	4,642	5,568	(67)	(67)	20	Service Head: P.Thorogood	-1%
Net Expenditure	6,214	4,675	2,603	2,586	(17)	4,608	4,608	(67)	(67)	(0)		
TOTAL FOR ADULTS HEALTH & WELLBEING	111,548	114,854	49,812	51,668	1,756	117,218	117,238	2,384	2,384	2	Director: H.Taylor	1%
Net Expenditure	(12,745)	(14,828)	(5,593)	(6,765)	(1,182)	(16,392)	(16,412)	(1,584)	(1,584)	11		
	98,803	100,026	44,229	44,803	574	100,826	100,826	800	800	1		

<2% Green
2% - 5% Amber
>5% Red

2% to 5%
Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

CHIEF EXECUTIVES	FULL YEAR										RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100K Proposed mitigating action and dates	
C14 Communications	2,833 (3,237) (404)	3,693 (3,236) 457	1,847 (1,618) 229	1,477 (1,139) 338	1,477 (370) 479	2,843 (3,236) (393)	3,693 (3,236) 457	0	0	The service's budget is expected to come in on target following recent service review and identified savings. Vote Budget Manager: Takki Sulaiman Budget Risk: High Date forecast last reviewed: 17/10/2011	0%
TOTAL FOR COMMUNICATIONS	2,833 (3,237) (404)	3,693 (3,236) 457	1,847 (1,618) 229	1,477 (1,139) 338	1,477 (370) 479	2,843 (3,236) (393)	3,693 (3,236) 457	0	0		0%
C16 Strategy & Performance	555	901	451	328	(123)	751	901	0	0	Variance to date following reorganisation as posts in establishment are filled. Vote Budget Manager: Michael Keating Budget Risk: Low Date forecast last reviewed: 24/7/0/2011	0%
TOTAL FOR STRATEGY & PERFORMANCE	555	901	451	328	(123)	751	901	0	0		0%
C21 Healthy Boroughs until end July 2011	0	0	0	85	(85)	0	0	0	0	Programme finished July 2011 Vote Budget Manager: Keith Williams Budget Risk: Low Date forecast last reviewed: 20/06/2011	0%
TOTAL FOR STRATEGY & PERFORMANCE	555	901	451	328	(123)	751	901	0	0		0%
C52 Legal Services	3,601 (3,635) (34)	3,895 (3,634) 261	1,948 (1,817) 131	1,890 (1,690) 200	(58) 127 70	3,584 (3,634) (51)	3,895 (3,634) 261	0	0	Variance to date reflects timing differences in income to be received and costs reduced. Vote Budget Manager: Sue Hayes Budget Risk: High Date forecast last reviewed: 20/10/2011	0%
Pa	596	580	290	227	(63)	580	580	0	0		0%
ce	596	580	290	227	(63)	580	580	0	0		0%
69	596	580	290	227	(63)	580	580	0	0		0%
C60 Borough Elections	30	30	15	1	(14)	30	30	0	0		0%
TOTAL FOR LEGAL & ELECTORAL SERVICES	4,227 (3,635) 592	4,505 (3,634) 871	2,253 (1,817) 436	2,118 (1,690) 428	(135) 127 (8)	4,194 (3,635) 559	4,505 (3,634) 871	0	0		0%
C54 One Tower Hamlets	2,343 (10) 2,333	1,354 (9) 1,345	677 (3) 674	589 (19) 570	(88) (16) (104)	1,726 (9) 1,717	1,354 (9) 1,345	0	0	Variance to date reflects timing differences in the funding of schemes' expenditure. Vote Budget Manager: Michael Keating Budget Risk: High Date forecast last reviewed: 24/7/0/2011	0%
TOTAL FOR ONE TOWER HAMLETS	2,343 (10) 2,333	1,354 (9) 1,345	677 (3) 674	589 (19) 570	(88) (16) (104)	1,726 (9) 1,717	1,354 (9) 1,345	0	0		0%
C56 Registration of Births, Deaths	862 (479) 383	912 (479) 433	456 (240) 217	431 (264) 167	(25) (50) (50)	912 (479) 433	912 (479) 433	0	0		0%

CHIEF EXECUTIVES	FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (£'000)		Variance & Latest Forecast Outturn %		
								(Latest Budget to Latest Forecast Outturn)	(Previous Forecast to Latest Forecast Outturn)			
C62 Democratic Services	2,732	2,797	1,399	1,405	(6)	2,838	2,797	0	0	(1)	Johns Williams High Date forecast last reviewed: 18/10/2011	0%
Income	(7)	(7)	(4)	(2)	2	(7)	(7)	0	0	0		
Net Expenditure	2,725	2,790	1,395	1,403	8	2,831	2,790	0	0	(1)		
C78 Demo Representation & Mgt	830	830	415	415	0	830	830	0	0	0	Johns Williams Low Date forecast last reviewed: 18/10/2011	0%
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	830	830	415	415	0	830	830	0	0	0		
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	4,424	4,539	2,270	2,251	(19)	4,580	4,539	0	0	(1)		
Income	(466)	(466)	(243)	(266)	(23)	(466)	(466)	0	0	0		
Net Expenditure	3,938	4,053	2,027	1,985	(42)	4,094	4,053	0	0	(1)	Service Head: Johns Williams	
C80 Corporate Management	3,162	3,118	1,559	1,539	(20)	3,584	3,118	0	0	(13)		
Income	(33)	(33)	(17)	0	17	(35)	(33)	0	0	(6)		
Net Expenditure	3,129	3,085	1,543	1,539	(4)	3,549	3,085	0	0	(13)	Vote Budget Manager: Aman Dalvi Budget Risk: High Date forecast last reviewed: 06/10/2011	
C84 Information Governance & Complaints	350	350	175	191	16	350	350	0	0	0	Variance to date reflects timing differences in the funding of schemes' expenditure.	
Income	(249)	(249)	(129)	(45)	80	(249)	(249)	0	0	0		
Net Expenditure	101	101	51	146	96	101	101	0	0	0	Vote Budget Manager: David Galpin Budget Risk: Low Date forecast last reviewed: 20/10/2011	
TOTAL - FOR CHIEF EXECUTIVES	17,894	18,460	9,230	8,578	(652)	18,475	18,460	0	0	(0)		
Income	(7,650)	(7,647)	(3,822)	(3,244)	578	(7,650)	(7,647)	0	0	0		
Net Expenditure	10,244	10,813	5,408	5,334	(74)	10,825	10,813	0	0	(0)	Director: Aman Dalvi	

SERVICES TRANSFER TO/FROM OTHER DIRECTORATES

C18 Third Sector Team - to D&R	Expenditure	2,481
	Income	(50)
	Net Expenditure	2,431

REVISED TOTAL FOR CHIEF EXECUTIVES	Expenditure	20,375
	Income	(7,700)
	Net Expenditure	12,675

2% to 5% Amber
 >5% Red
 <2% Green
 2% - 5% Amber
 >5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

FULL YEAR										RAG Status	
CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast) £'000	Variance (Previous & Latest Forecast) %	Explanation of any variance that is considered to be significant and all variances greater than £100K Proposed mitigating action and dates	RAG Status
TOTAL FOR PRE-PRIMARY EDUCATION	4,733 (103)	4,728 (59)	2,364 (30)	1,545 (310)	(819) (281)	4,689 (59)	4,728 (59)	0 (59)	0 0	Service Head Kate Bingham High Date forecast last reviewed: 13/09/2011	0%
TOTAL FOR PRIMARY EDUCATION DSG	149,415 (4,840)	148,921 (4,391)	74,461 (2,196)	28,855 (10,494)	(45,606) (8,299)	148,966 (4,391)	148,921 (4,391)	0 (4,391)	0 0	Service Head Kate Bingham High Date forecast last reviewed: 13/09/2011	0%
TOTAL FOR SECONDARY EDUCATION DSG	129,287 (17,412)	129,469 (17,448)	64,735 (8,724)	36,474 (10,992)	(28,261) (2,268)	128,958 (17,447)	129,254 (17,448)	(215) 0	(0) 0	Proposed reduction to contingency to ensure nil balance on DSG overall Service Head Kate Bingham High Date forecast last reviewed: 13/09/2011	0%
TOTAL FOR SPECIAL EDUCATION DSG	13,586 (911)	13,662 (892)	6,831 (446)	1,830 (3,505)	(5,001) (3,059)	13,567 (892)	13,662 (892)	0 (892)	0 0	Service Head Kate Bingham High Date forecast last reviewed: 13/09/2011	0%
Support For Learning Serv DSG	3,973 (1,091)	3,873 (1,091)	1,987 (546)	1,660 (350)	(327) 196	3,947 (950)	3,947 (950)	(26) 141	(1) (13)	Vote Budget Manager: Liz Vickerie Medium Date forecast last reviewed: 24/06/2011	4%
G29 Pupil Referral Unit	4,925 (727)	4,925 (727)	2,463 (364)	2,072 (259)	(391) 105	4,925 (727)	4,942 (745)	17 (18)	0 2	Budget Risk: Stephen Pugh High Date forecast last reviewed: 20/07/2011	0%
H10 Learning & Achievem't M & A DSG	160 0	160 0	80 0	160 0	80 0	160 0	160 0	0 0	0 0	Vote Budget Manager: Anne Gaming Low Date forecast last reviewed: 24/06/2011	0%
H11 Early Years Service DSG	3,135 0	3,407 0	1,704 0	1,662 0	(42) 0	3,135 0	3,458 0	51 0	1 0	Vote Budget Manager: Monica Forty Low Date forecast last reviewed: 24/06/2011	1%
H16 Special Educ Needs DSG	9,049 (2,427)	9,049 (2,427)	4,525 (1,214)	1,583 2,033	(2,942) 3,247	8,871 (2,238)	8,997 (2,421)	(112) 6	(1) (0)	The level of expenditure for recoupment for the 09/10 and 10/11 financial years has not been as high as projected which combined with a lower projected expenditure for the 11/12 financial year gives an expected underspend of approx £217K. In addition, there is an £85K budget included in our vote this year for which we do not have any planned expenditure. This gross underspend (approx £303K) is somewhat offset by a projected underspend on the independent school fees of approx £190K. This gives a net projected underspend on the expenditure of approx £112K. Vote Budget Manager: David Carroll Medium Date forecast last reviewed: 13/09/2011	-2%

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)	FULL YEAR										RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	
H18 Educ Psychology Serv DSG	128	128	64	0	(64)	128	128	0	0	0	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	128	128	64	0	(64)	128	128	0	0	0	
H27 14-19 Years DSG	459	458	229	223	(6)	407	382	(76)	(17)	(6)	0%
Expenditure	(77)	(77)	(69)	(77)	39	(25)	0	77	(100)	(100)	
Income	382	381	191	223	33	382	382	1	0	0	
Net Expenditure	382	381	191	223	33	382	382	1	0	0	
H78 Pupil Admissions & Excl DSG	681	801	401	357	(44)	762	802	1	0	5	0%
Expenditure	(117)	(117)	(59)	(77)	(19)	(117)	(120)	(3)	3	3	
Income	564	684	342	280	(62)	645	682	(2)	(0)	6	
Net Expenditure	564	684	342	280	(62)	645	682	(2)	(0)	6	
TOTAL FOR LEARNING & ACHIEVEMENT	22,510	22,901	11,451	7,717	(3,734)	22,335	22,756	(1,45)	(1)	2	
Expenditure	(4,439)	(4,439)	(2,220)	1,347	3,567	(4,057)	(4,236)	203	(5)	4	
Income	18,071	18,462	9,231	9,064	(167)	18,278	18,520	58	0	1	
Net Expenditure	18,071	18,462	9,231	9,064	(167)	18,278	18,520	58	0	1	Service Head: Anne Canning
H55 Children Looked After DSG	279	279	140	120	(20)	279	279	0	0	0	0%
Expenditure	(40)	0	0	0	0	(40)	0	0	0	(100)	
Income	239	279	140	120	(20)	239	279	0	0	17	
Net Expenditure	239	279	140	120	(20)	239	279	0	0	17	
H82 Attendance & Welfare Service	55	55	28	0	(28)	55	55	0	0	0	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	55	55	28	0	(28)	55	55	0	0	0	
Net Expenditure	55	55	28	0	(28)	55	55	0	0	0	
TOTAL FOR CHILDRENS SOCIAL CARE	334	334	167	120	(47)	334	334	0	0	0	
Expenditure	(40)	0	0	0	0	(40)	0	0	0	(100)	
Income	294	334	167	120	(47)	294	334	0	0	14	
Net Expenditure	294	334	167	120	(47)	294	334	0	0	14	Service Head: Children's Social Care
H79 CSF Resources Management DSG	1,352	1,662	831	1,169	338	1,509	1,819	157	9	21	9%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	1,352	1,662	831	1,169	338	1,509	1,819	157	9	21	
Net Expenditure	1,352	1,662	831	1,169	338	1,509	1,819	157	9	21	
H83 CSF Human Resources DSG	867	982	491	1,134	643	867	982	0	0	13	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	867	982	491	1,134	643	867	982	0	0	13	
Net Expenditure	867	982	491	1,134	643	867	982	0	0	13	
TOTAL FOR CHILDRENS SERVICES RESOURCES	2,219	2,644	1,322	2,303	981	2,376	2,801	157	6	18	
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	2,219	2,644	1,322	2,303	981	2,376	2,801	157	6	18	
Net Expenditure	2,219	2,644	1,322	2,303	981	2,376	2,801	157	6	18	Service Head: Kate Bingham
TOTAL FOR EXTERNAL FUNDING (H68)	0	0	0	0	0	0	0	0	0	0	
Expenditure	(294,339)	(295,430)	(147,715)	0	147,715	(294,339)	(295,430)	0	0	0	
Income	(294,339)	(295,430)	(147,715)	0	147,715	(294,339)	(295,430)	0	0	0	
Net Expenditure	(294,339)	(295,430)	(147,715)	0	147,715	(294,339)	(295,430)	0	0	0	
TOTAL FOR CSF SCHOOLS BUDGET (DSG)	322,084	322,659	161,330	78,844	(82,486)	321,225	322,456	(203)	(0)	0	
Expenditure	(322,084)	(322,659)	(161,330)	(28,954)	137,376	(321,225)	(322,456)	203	(0)	0	
Income	0	0	0	54,890	54,890	0	0	0	0	0	
Net Expenditure	0	0	0	54,890	54,890	0	0	0	0	0	1 Director: Isobel Cattermole

<2% Green
2% - 5% Amber
>5% Red

2% to 5% Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	FULL YEAR										Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status	
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %					
	Expenditure Income	Expenditure Income	Expenditure Income	Expenditure Income	Expenditure Income	Expenditure Income	Expenditure Income	Expenditure Income	Expenditure Income					
TOTAL FOR PRE-PRIMARY EDUCATION GF	134 0	40 0	20 0	0 0	0 (20)	40 0	40 0	0 0	0 0	0 0	0 0	0 0	0%	Service Head Kate Bingham Budget Risk: Low Date forecast last reviewed: 13/09/2011
TOTAL FOR PRIMARY EDUCATION GF	4,003 0	4,564 0	2,282 0	0 0	0 (2,282)	4,564 0	4,564 0	0 0	0 0	0 0	0 0	0 0	0%	Service Head Kate Bingham Budget Risk: Low Date forecast last reviewed: 13/09/2011
TOTAL FOR SECONDARY EDUCATION GF	5,338 0	4,768 0	2,384 0	202 0	0 (2,182)	4,768 0	4,768 0	0 0	0 0	0 0	0 0	0 0	0%	Service Head Kate Bingham Budget Risk: Low Date forecast last reviewed: 13/09/2011
TOTAL FOR SPECIAL EDUCATION GF	481 0	731 0	366 0	0 0	0 (366)	731 0	731 0	0 0	0 0	0 0	0 0	0 0	0%	Service Head Kate Bingham Budget Risk: Low Date forecast last reviewed: 13/09/2011
G10 Learning & Achievement M & A GF	175 (160)	175 (160)	88 (80)	84 (160)	(4) (80)	175 (160)	168 (160)	(7) 0	(4) 0	(4) 0	(4) 0	(4) 0	-47%	Vote Budget Manager: Anne Canning Budget Risk: Low Date forecast last reviewed:
G11 Early Years Service GF	2,967 (2,890)	2,967 (2,890)	1,484 (1,445)	1,135 (63)	(349) (1,382)	2,979 (2,922)	3,330 (3,252)	363 (82)	12 13	12 11	12 11	12 11	1%	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 16/08/2011
G12 Local Authority Day Nurseries	2,777 (2,570)	2,625 (2,570)	1,313 (1,285)	1,177 (108)	(136) (108)	2,625 (2,570)	2,574 (2,574)	(51) (4)	(2) (4)	(2) (4)	(2) (4)	(2) (4)	-100%	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 24/06/2011
G13 Childrens Centres	10,033 (10,033)	10,066 (10,033)	5,033 (5,017)	3,605 (41)	(1,428) 5,058	10,033 (10,033)	10,066 (10,033)	0 0	0 0	0 0	0 0	0 0	0%	Vote Budget Manager: Mohammed Jolil Budget Risk: Low Date forecast last reviewed: 16/08/2011
G14 School Improvement Primary	461 (453)	1,163 (1,155)	582 (578)	723 (445)	142 133	993 (985)	1,163 (1,155)	0 0	0 0	0 0	0 0	0 0	0%	Vote Budget Manager: Monica Forty Budget Risk: Low Date forecast last reviewed: 16/08/2011
G16 Special Educational Needs GF	4,580 (228)	5,141 (959)	2,571 (480)	2,011 (40)	(560) 440	5,066 (884)	4,963 (781)	(178) 178	(3) (19)	(3) (19)	(3) (19)	(3) (19)	0%	Transport pressure reducing from £565k to £320k, reflecting success in new travel initiatives. Lower spend (£178k), lower drawdown of grant (+£245k) and more transport charges income (£70k). Vote Budget Manager: David Carroll Budget Risk: High Date forecast last reviewed: 13/09/2011

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)										FULL YEAR										RAG Status			
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Forecast to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %	Proposed mitigating action and dates	Explanation of any variance that is considered to be significant and all variances greater than £100k	RAG Status											
G18 Educational Psychology Serv GF																							-1%
Expenditure	1,307	1,307	654	710	57	1,442	1,388	81	6	(41)	David Carroll Low 16/08/2011												
Income	(694)	(781)	(391)	(1,68)	223	(855)	(868)	(87)	11	2													
Net Expenditure	613	526	263	542	279	587	520	(6)	(1)	(11)													
G20 School Governance & Information																							1%
Expenditure	153	233	117	131	15	267	265	32	14	(1)													
Income	0	(80)	(40)	(90)	(50)	(110)	(110)	(30)	38	0													
Net Expenditure	153	153	77	41	(36)	157	155	2	1	(1)													
G22 Student Awards																							0%
Expenditure	68	68	34	146	112	68	146	78	115	115													
Income	(68)	(68)	(34)	0	34	(68)	(146)	(78)	115	115													
Net Expenditure	0	0	0	146	146	0	0	0	0	0													
G26 School Improvement Secondary																							0%
Expenditure	1,150	1,745	873	1,147	275	1,151	1,151	(594)	(34)	0													
Income	(1,063)	(1,657)	(829)	(774)	55	(1,063)	(1,063)	594	(36)	0													
Net Expenditure	87	88	44	373	329	88	88	0	0	0													
G31 14 to 19 Year GF																							0%
Expenditure	0	0	0	2	2	0	0	0	0	0													
Income	0	0	0	18	18	0	0	0	0	0													
Net Expenditure	0	0	0	20	20	0	0	0	0	0													
G33 Arts & Music Services																							0%
Expenditure	1,081	1,385	693	679	(14)	1,385	1,385	0	0	0													
Income	(1,081)	(1,385)	(693)	(401)	292	(1,385)	(1,385)	0	0	0													
Net Expenditure	0	0	0	278	278	0	0	0	0	0													
G33 E-Learning																							0%
Expenditure	114	531	266	595	330	531	643	112	21	21													
Income	0	(417)	(209)	(99)	110	(417)	(529)	(112)	27	27													
Net Expenditure	114	114	57	496	439	114	114	0	0	0													
G34 Excellence In Cities																							0%
Expenditure	0	0	0	6	6	0	0	0	0	0													
Income	0	0	0	0	0	0	0	0	0	0													
Net Expenditure	0	0	0	6	6	0	0	0	0	0													
H17 Support for Learning Service																							0%
Expenditure	53	0	0	0	0	0	0	0	0	0													
Income	0	0	0	0	0	0	0	0	0	0													
Net Expenditure	53	0	0	0	0	0	0	0	0	0													
TOTAL FOR LEARNING AND ACHIEVEMENT																							-1%
Expenditure	24,919	27,406	13,703	12,151	(1,522)	26,715	27,242	(164)	(1)	2													
Income	(19,240)	(22,155)	(11,078)	(2,289)	8,769	(21,452)	(22,056)	99	(0)	3													
Net Expenditure	5,679	5,251	2,626	9,862	7,237	5,263	5,186	(65)	(1)	(1)													
G37 Youth & Community Learning M&A																							-3%
Expenditure	224	179	90	90	1	175	173	(6)	(3)	(1)													
Income	0	0	0	(20)	(20)	0	0	0	0	0													
Net Expenditure	224	179	90	70	(20)	175	173	(6)	(3)	(1)													

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)										FULL YEAR					RAG Status	
Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast		Latest Forecast		Variance (Latest Forecast to Latest Forecast/Outturn)		Variance (Previous & Latest Forecast to Latest Forecast/Outturn)		Proposed mitigating action and dates			
					Outturn £'000	Outturn £'000	Outturn £'000	Outturn £'000	£'000	£'000	%	%				
G19 Parental Engagement & Support																
Expenditure	1,124 (346)	562 (173)	571 (207)	9 (34)	1,116 (346)	1,260 (482)	136 (136)	12 39	13 39				Jill McGinley High	0%		
Income																
Net Expenditure	778	389	364	(25)	770	778	0	0	1				Date forecast last reviewed: 24/06/2011			
G39 Youth & Connexions Service																
Expenditure	8,975	4,280	3,347	(933)	9,402	8,802	243	3	(6)					0%		
Income	(4,002)	(1,701)	(1,71)	(171)	(4,245)	(3,645)	(243)	7	(14)				Additional grant allocation of £200k has been received re Peer work. Also, additional income has been identified in the Young Carer & Aspire projects.			
Net Expenditure	4,973	5,157	3,176	598	5,157	5,157	0	0	0				Date forecast last reviewed: 13/09/2011			
H40 Careers Service																
Expenditure	0	1,180	346	(244)	1,180	1,180	0	0	0					0%		
Income	0	(538)	(71)	467	(1,180)	(1,075)	0	0	0							
Net Expenditure	0	105	275	223	0	105	0	0	0				Date forecast last reviewed: 13/09/2011			
G41 Healthy Lives																
Expenditure	369	185	128	(57)	460	460	91	25	0							
Income	(262)	(131)	(119)	(19)	(355)	(355)	(93)	35	0							
Net Expenditure	107	54	9	(45)	105	105	(2)	(2)	0					-2%		
G42 Community Languages Services																
Expenditure	777	444	457	14	922	1,032	145	16	12					0%		
Income	(60)	(170)	(144)	(59)	(205)	(315)	(145)	85	54				Additional grants from schools and capacity building			
Net Expenditure	717	317	313	(46)	717	717	0	0	0				Date forecast last reviewed: 13/09/2011			
G43 Extended Schools																
Expenditure	734	1,295	810	163	1,285	1,182	(113)	(9)	(8)					0%		
Income	(95)	(646)	(49)	274	(646)	(533)	113	(17)	(17)				The variances at gross level represent the cash advances to the schools (£125k) which do not appear as Revenue items			
Net Expenditure	639	649	761	437	639	649	0	0	2				Date forecast last reviewed: 24/06/2011			
G44 Play																
Expenditure	0	0	0	0	0	0	0	0	0					0%		
Income	0	0	0	0	0	0	0	0	0							
Net Expenditure	0	0	0	0	0	0	0	0	0				Date forecast last reviewed: 24/06/2011			
G60 Youth Offending Service																
Expenditure	1,436	1,727	864	842	1,774	1,819	92	5	3					6%		
Income	(784)	(841)	(24)	(24)	(873)	(883)	(42)	5	1							
Net Expenditure	652	886	818	375	901	936	50	6	4				Date forecast last reviewed: 13/09/2011			
TOTAL FOR YOUTH AND COMMUNITY LEARNING																
Expenditure	13,639	15,320	6,591	(1,069)	16,314	15,908	588	4	(2)					0%		
Income	(5,549)	(6,742)	(805)	2,566	(7,850)	(7,288)	(546)	8	(7)							
Net Expenditure	8,090	8,578	5,786	1,497	8,464	8,620	42	0	2				Mary Durkin			
G49 Childrens Social Care M&A																
Expenditure	198	99	147	48	198	198	0	0	0					0%		
Income	0	0	8	8	0	0	0	0	0							
Net Expenditure	198	99	155	56	198	198	0	0	0				Date forecast last reviewed: 16/08/2011			
G50 Child Protection & Reviewing																
Expenditure	2,181	2,304	1,088	(64)	2,288	2,283	(21)	(1)	(0)					0%		
Income	(124)	1	(33)	(34)	0	0	(1)	(100)	0							
Net Expenditure	2,057	2,305	1,055	(98)	2,288	2,283	(22)	(1)	(0)				Date forecast last reviewed: 13/09/2011	-1%		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status						
	Original Budget		Latest Budget		Budget to Actual		Variance to Date		Previous Forecast				Latest Forecast		Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000	£'000	%
G51 Childrens Res M&A	Expenditure	685	702	351	0	365	14	726	726	0	726	0	24	0	3	0	0	3%
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Net Expenditure	685	702	351	0	365	14	726	726	0	726	0	24	0	3	0	0	
G52 Childrens Res Residential	Expenditure	1,483	1,497	749	0	798	50	1,525	1,566	0	1,566	0	69	0	5	3	0	5%
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Net Expenditure	1,483	1,497	749	0	798	50	1,525	1,566	0	1,566	0	69	0	5	3	0	
G53 Childrens Res Family Placement	Expenditure	2,689	2,642	1,321	1,290	(31)	(31)	2,642	2,642	0	2,642	0	0	0	0	0	0	1%
	Income	(66)	(66)	(33)	(18)	(18)	15	(52)	(52)	14	(52)	14	(21)	0	1	0	0	
	Net Expenditure	2,623	2,576	1,288	1,272	(16)	(16)	2,590	2,590	14	2,590	14	14	0	1	0	0	
G54 Childrens Res Commissioning	Expenditure	16,612	16,472	8,236	7,574	(662)	(662)	16,378	16,301	(77)	(77)	(77)	(77)	0	(1)	(1)	0	-1%
	Income	(434)	(484)	(242)	(72)	(72)	170	(434)	(484)	0	(484)	0	0	0	0	0	0	
	Net Expenditure	16,178	15,988	7,994	7,502	(492)	(492)	15,944	15,817	(77)	(77)	(77)	(77)	0	(1)	(1)	0	
G55 Children Looked After GF	Expenditure	2,064	2,016	1,008	1,014	6	6	2,043	2,043	0	2,043	0	27	0	1	0	0	1%
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Net Expenditure	2,064	2,016	1,008	1,014	6	6	2,043	2,043	0	2,043	0	27	0	1	0	0	
G56 Leaving Care	Expenditure	2,368	2,311	1,156	1,000	(156)	(156)	2,240	2,240	(71)	(71)	(71)	(71)	0	(3)	(3)	0	-1%
	Income	(164)	(164)	(82)	(26)	(26)	56	(110)	(110)	54	(33)	54	(33)	0	(1)	(1)	0	
	Net Expenditure	2,204	2,147	1,074	974	(100)	(100)	2,130	2,130	(17)	(17)	(17)	(17)	0	(1)	(1)	0	
G57 Fieldwork Advice & Assessment	Expenditure	4,286	4,490	2,245	2,085	(160)	(160)	4,490	4,415	(75)	(75)	(75)	(75)	(2)	(2)	(2)	0	-3%
	Income	(427)	(247)	(124)	(130)	(7)	(7)	(427)	(298)	(51)	(51)	(51)	(51)	21	(30)	(30)	0	
	Net Expenditure	3,859	4,243	2,122	1,955	(167)	(167)	4,063	4,117	(126)	(126)	(126)	(126)	(3)	(3)	(3)	0	
G58 Children with Disabilities	Expenditure	3,223	3,200	1,600	2,017	417	417	3,428	3,289	89	89	89	89	3	(4)	(4)	0	4%
	Income	(914)	(914)	(457)	(104)	353	353	(1,164)	(914)	0	(914)	0	0	0	(21)	(21)	0	
	Net Expenditure	2,309	2,286	1,143	1,913	770	770	2,264	2,375	89	89	89	89	4	5	5	0	
G59 Emergency Duty Team	Expenditure	318	318	159	206	47	47	427	418	100	100	100	100	31	(2)	(2)	0	36%
	Income	(44)	(44)	(22)	0	22	22	(44)	(44)	0	(44)	0	0	0	0	0	0	
	Net Expenditure	274	274	137	206	69	69	383	374	100	100	100	100	36	(2)	(2)	0	

		FULL YEAR										RAG Status						
		Latest Budget				Actual to Date		Variance to Date		Latest Forecast		Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast)		Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates		
		Budget Date		Actual Date		Variance Date		Latest Forecast		Latest Forecast		Latest Forecast		Latest Forecast				
		£'000		£'000		£'000		£'000		£'000		£'000		%				
		Original Budget		Latest Budget		Budget to Date		Actual to Date		Variance to Date		Latest Forecast		Latest Forecast		Latest Forecast		
		£'000		£'000		£'000		£'000		£'000		£'000		£'000		%		
G61 Children with Mental Health	Expenditure	1,445	1,420	710	499	(211)	1,405	1,405	0	(15)	(1)	0	0	0	0	0	-1%	Vote Budget Manager: Bill Williams Budget Risk: Low Date forecast last reviewed: 16/08/2011
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	1,445	1,420	710	499	(211)	1,405	1,405	0	(15)	(1)	0	0	0	0	0		
G62 Attendance & Welfare Serv GF	Expenditure	1,437	1,647	824	859	36	1,437	1,647	0	0	0	15	0	0	0	0	0%	Vote Budget Manager: David Hough Budget Risk: Low Date forecast last reviewed: 24/06/2011
	Income	(509)	(719)	(360)	(432)	(73)	(509)	(719)	0	0	0	41	0	0	0	0		
	Net Expenditure	928	928	464	427	(37)	928	928	0	0	0	0	0	0	0	0		
H57 Family Support & Protection	Expenditure	4,482	4,592	2,296	2,222	(74)	4,826	4,826	234	5	0	0	0	0	0	0	-2%	Additional income generated by FIP SLA.
	Income	(822)	(822)	(411)	(211)	200	(1,122)	(1,122)	(300)	36	0	0	0	0	0	0		
	Net Expenditure	3,660	3,770	1,885	2,011	126	3,704	3,704	(66)	(2)	0	0	0	0	0	0		
G75 IT Social Care	Expenditure	562	562	281	240	(41)	562	562	0	0	0	0	0	0	0	0	0%	Vote Budget Manager: Andrew Cross Budget Risk: Low Date forecast last reviewed: 24/06/2011
	Income	(347)	(346)	(173)	(87)	86	(346)	(346)	0	0	0	0	0	0	0	0		
	Net Expenditure	215	216	108	153	45	216	216	0	0	0	0	0	0	0	0		
TOTAL FOR CHILDRENS SOCIAL CARE	Expenditure	44,033	44,371	22,186	21,404	(782)	44,615	44,561	190	0	0	0	0	0	0	0	0%	Vote Budget Manager: Andrew Cross Budget Risk: Low Date forecast last reviewed: 24/06/2011
	Income	(3,851)	(3,805)	(1,903)	(1,105)	798	(4,208)	(4,089)	(284)	7	0	0	0	0	0	0		
	Net Expenditure	40,182	40,566	20,283	20,299	16	40,407	40,472	(94)	(0)	0	0	0	0	0	0		Helen Lincoln
G65 Transformation Project	Expenditure	222	104	52	52	0	111	129	25	24	0	16	0	0	0	0	1%	Vote Budget Manager: Anthony Walters Budget Risk: Low Date forecast last reviewed: 13/09/2011
	Income	(50)	(18)	(9)	0	9	(24)	(42)	(24)	0	0	75	0	0	0	0		
	Net Expenditure	172	86	43	52	9	87	87	1	1	0	0	0	0	0	0		
G71 Strategy & Policy	Expenditure	686	686	343	302	(41)	678	678	(8)	(1)	0	0	0	0	0	0	0%	Vote Budget Manager: Lavia Richards Budget Risk: Low Date forecast last reviewed: 13/09/2011
	Income	(17)	(17)	(9)	(7)	2	(12)	(12)	5	(29)	0	0	0	0	0	0		
	Net Expenditure	669	669	335	295	(40)	666	666	(3)	(0)	0	0	0	0	0	0		
G74 Equalities Development	Expenditure	802	694	347	157	(190)	694	694	0	0	0	0	0	0	0	0	0%	Vote Budget Manager: Sasia Miah Budget Risk: Low Date forecast last reviewed: 13/09/2011
	Income	0	0	0	(1)	(1)	0	0	0	0	0	0	0	0	0	0		
	Net Expenditure	802	694	347	156	(191)	694	694	0	0	0	0	0	0	0	0		
TOTAL FOR DIRECTOR'S SERVICES	Expenditure	1,710	1,484	742	511	(231)	1,483	1,501	17	17	1	1	1	1	1	1	0%	Vote Budget Manager: Sasia Miah Budget Risk: Low Date forecast last reviewed: 13/09/2011
	Income	(67)	(35)	(18)	(8)	10	(36)	(54)	(19)	54	54	50	0	0	0	0		Isobel Cattermole
	Net Expenditure	1,643	1,449	725	503	(222)	1,447	1,447	(2)	(0)	(0)	0	0	0	0	0		
G79 CSF Resources Management GF	Expenditure	227	227	114	109	(5)	227	213	(14)	(6)	0	(6)	(6)	(6)	(6)	(6)	-6%	Vote Budget Manager: Kate Bingham Budget Risk: Low Date forecast last reviewed: 24/06/2011
	Income	(47)	(47)	(24)	(22)	2	(47)	(44)	3	(6)	(6)	(6)	(6)	(6)	(6)	(6)		
	Net Expenditure	180	180	90	87	(3)	180	169	(11)	(6)	(6)	(6)	(6)	(6)	(6)	(6)		
G67 Commissioned Services	Expenditure	1,509	1,783	892	978	87	2,059	2,299	516	29	12	12	12	12	12	12	1%	Vote Budget Manager: Karen Badgery Budget Risk: Low Date forecast last reviewed: 13/09/2011
	Income	(43)	(99)	(50)	(272)	(223)	(534)	(590)	(491)	496	10	10	10	10	10	10		
	Net Expenditure	1,466	1,684	842	706	(136)	1,525	1,709	25	1	12	12	12	12	12	12		
G68 Major Government Grant Funding	Expenditure	0	5	3	55	53	4	4	(1)	(20)	0	0	0	0	0	0	0%	Vote Budget Manager: David Tully Budget Risk: Low Date forecast last reviewed: 13/09/2011
	Income	0	(5)	(3)	(4)	(2)	(4)	(4)	1	(20)	0	0	0	0	0	0		
	Net Expenditure	0	0	0	51	51	0	0	0	0	0	0	0	0	0	0		

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	FULL YEAR											Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance (Previous & Latest Forecast Outturn)	%		
								£'000	%				
G70 Childrens Information Systems	265	301	151	134	(17)	275	328	27	9	19	0	16%	Vote Budget Manager: Iqbal Vaza Low Budget Risk: Date forecast last reviewed: 13/09/2011
Expenditure	(73)	(74)	(37)	(60)	(23)	0	(65)	9	(12)	0	0		
Income	192	227	114	74	(40)	275	263	36	16	(4)	0		
Net Expenditure	148	148	74	78	4	137	137	(11)	(7)	0	0		
G72 Programme Management	148	148	74	78	4	157	157	9	6	0	0		
Expenditure	0	0	0	0	0	(20)	(20)	(20)	0	0	0		
Income	148	148	74	78	4	137	137	(11)	(7)	0	0		
Net Expenditure	148	148	74	78	4	137	137	(11)	(7)	0	0		
G80 Information & Support Services	434	434	217	241	24	434	434	0	0	0	0		
Expenditure	(68)	(102)	(51)	0	51	(102)	(102)	0	0	0	0		
Income	366	332	166	241	75	332	332	0	0	0	0		
Net Expenditure	366	332	166	241	75	332	332	0	0	0	0		
G81 Building Dev & Tech Service	780	6,526	3,263	352	(2,911)	6,551	6,549	23	0	(0)	0		
Expenditure	(231)	(314)	(157)	(64)	93	(314)	(314)	0	0	0	0		
Income	549	6,212	3,106	288	(2,818)	6,237	6,235	23	0	(0)	0		
Net Expenditure	549	6,212	3,106	288	(2,818)	6,237	6,235	23	0	(0)	0		
G82 Childrens Services Finance	821	821	411	387	(24)	912	866	45	5	(5)	0		
Expenditure	(202)	(163)	(82)	(359)	(278)	(208)	(208)	(45)	28	0	0		
Income	619	658	329	28	(301)	704	658	0	0	(7)	0		
Net Expenditure	619	658	329	28	(301)	704	658	0	0	(7)	0		
G83 CSF Human Resources GF	1,947	2,017	1,009	1,487	479	1,945	2,058	41	2	6	0		
Expenditure	(250)	(250)	(125)	0	125	(250)	(250)	0	0	0	0		
Income	1,697	1,767	884	1,487	604	1,695	1,808	41	2	7	0		
Net Expenditure	1,697	1,767	884	1,487	604	1,695	1,808	41	2	7	0		
G86 Professional Dev Centre	616	628	314	287	(47)	622	623	(5)	(1)	0	0		
Expenditure	(627)	(627)	(314)	(410)	(97)	(621)	(571)	56	(9)	(8)	0		
Income	(11)	1	1	(143)	(144)	1	52	51	5,100	5,100	0		
Net Expenditure	(11)	1	1	(143)	(144)	1	52	51	5,100	5,100	0		
G87 Contract Services	13,686	13,686	6,843	5,713	(1,130)	13,109	13,078	(608)	(4)	(0)	0		
Expenditure	(13,686)	(13,686)	(6,843)	(4,551)	2,292	(13,109)	(13,055)	631	(5)	(0)	0		
Income	0	0	0	1,162	1,162	0	23	23	0	0	0		
Net Expenditure	0	0	0	1,162	1,162	0	23	23	0	0	0		
H82 Holding Account & Support Services	5,843	8,247	4,124	4,449	326	8,626	8,184	(63)	(1)	(5)	0		
Expenditure	0	0	0	0	0	0	0	0	0	0	0		
Income	5,843	8,247	4,124	4,449	326	8,626	8,184	(63)	(1)	(5)	0		
Net Expenditure	5,843	8,247	4,124	4,449	326	8,626	8,184	(63)	(1)	(5)	0		
H87 Building & Technical Services	1,080	1,312	656	550	(106)	907	417	(895)	(68)	(54)	0		
Expenditure	(1,080)	(1,312)	(656)	(164)	492	(900)	(412)	900	(69)	(54)	0		
Income	0	0	0	386	386	7	5	5	0	(29)	0		
Net Expenditure	0	0	0	386	386	7	5	5	0	(29)	0		
TOTAL FOR CHILDRENS SERVICES RESOURCES	27,356	36,174	18,087	14,800	(3,287)	35,867	35,249	(925)	(3)	(2)	0		
Expenditure	(16,307)	(16,718)	(8,359)	(5,906)	2,453	(16,148)	(15,674)	1,044	(6)	(3)	0		
Income	11,049	19,456	9,728	8,894	(834)	19,719	19,575	119	1	(1)	0		
Net Expenditure	11,049	19,456	9,728	8,894	(834)	19,719	19,575	119	1	(1)	0		
													Service Head: Kate Bingham

CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	FULL YEAR										RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance & (Previous & Latest Forecast Outturn) %	
								£'000	%		
G91 Revenue Holding Accounts	1,897	17,609	8,805	8,593	(212)	1,897	17,755	146	1	836	0%
Income	(1,897)	(17,609)	(8,805)	(5,406)	3,399	(1,897)	(17,755)	(146)	1	836	
Net Expenditure	0	0	0	3,187	3,187	0	0	0	0	0	
Vote Budget Manager: Various											
Date forecast last reviewed: Various											
G95 CCN Pooled Budgets	0	0	0	0	0	0	0	0	0	0	0%
Income	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	0	
Vote Budget Manager: Khalida Khan											
Date forecast last reviewed: Low											
TOTAL FOR HOLDING ACCOUNTS	1,897	17,609	8,805	8,593	(212)	1,897	17,755	146	1	836	0%
Income	(1,897)	(17,609)	(8,805)	(5,406)	3,399	(1,897)	(17,755)	(146)	1	836	
Net Expenditure	0	0	0	3,187	3,187	0	0	0	0	0	
Service Head: Helen Lincoln											
TOTAL FOR CSF GENERAL FUND	123,510	152,467	76,234	64,252	(11,982)	136,994	152,319	(148)	(0)	11	0%
Income	(46,911)	(67,064)	(33,532)	(15,519)	18,013	(51,591)	(66,916)	148	(0)	30	
Net Expenditure	76,599	85,403	42,702	48,733	6,031	85,403	85,403	0	0	0	
Director: Isobel Cattermole											

<2% Green
2% - 5% Amber
>5% Red

2% to 5%
Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

COMMUNITIES, LOCALITIES & CULTURE										RAG Status		
E01 Management & Support	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k	Proposed mitigating action and dates	RAG Status
	2,284	3,853	1,829	1,779	(50)	3,581	3,853	0	0		Robin Beattie	0%
	(2,284)	(3,853)	(1,790)	(1,695)	95	(3,581)	(3,628)	0	0		Low	
	0	225	39	84	45	0	225	0	0		Service Head	
											Low	
											October 2011	
E10 Public Realm M&A	656	757	370	310	(60)	814	757	0	0	(7)	Jamie Blake	0%
	(656)	(757)	(378)	(364)	14	(656)	(757)	0	0	15	Low	
	0	0	(8)	(54)	(46)	158	0	0	0	0	Low	
											October 2011	
E12 Transportation & Highways	10,394	10,894	3,612	3,243	(369)	10,723	10,894	0	0	2	Margaret Cooper	0%
	(2,704)	(2,778)	(1,163)	(1,099)	64	(2,705)	(2,778)	0	0	3	High	
	7,690	8,116	2,449	2,144	(305)	8,018	8,116	0	0	1	High	
											October 2011	
E15 Clean & Green	33,425	33,344	14,990	10,251	(4,739)	33,363	33,343	(1)	(0)	(0)	Simon Baxter	0%
	(5,665)	(5,666)	(2,366)	(524)	1,832	(5,666)	(5,666)	0	0	0	High	
	27,760	27,678	12,634	9,727	(2,907)	27,697	27,677	(1)	(0)	(0)	High	
											October 2011	
E23 Concessionary Fares	5,749	7,470	3,735	3,687	(48)	7,319	7,470	0	0	2	John Chilton	0%
	(3)	(175)	(88)	(14)	74	(24)	(175)	0	0	629	Low	
	5,746	7,295	3,647	3,673	26	7,295	7,295	0	0	0	Low	
											October 2011	
E24 Parking Control	7,457	7,457	3,410	2,997	(413)	7,457	7,457	0	0	0	John Chilton	0%
	(7,457)	(7,457)	(6,753)	(6,572)	181	(7,457)	(7,457)	0	0	0	Low	
	0	0	(3,343)	(3,575)	(232)	0	0	0	0	0	Low	
											October 2011	
Public Realm Total	57,681	59,922	26,117	20,488	(5,629)	59,676	59,921	(1)	(0)	0	Jamie Blake	0%
	(16,485)	(16,833)	(10,738)	(8,573)	2,165	(16,508)	(16,833)	0	0	2	High	
	41,196	43,089	15,379	11,915	(3,464)	43,168	43,088	(1)	(0)	(0)	High	
											October 2011	
E60 Safer Communities Management	152	176	88	239	151	136	176	0	0	29	Andy Bamber	0%
	(155)	(155)	(78)	0	78	(155)	(155)	0	0	0	Low	
	(3)	21	10	239	229	(19)	21	0	0	0	Low	
											October 2011	
E61 Community Safety Partnership, DV & HC	1,506	1,981	991	344	(647)	1,981	1,981	0	0	0	Emily Fieran-Reed	0%
	(60)	(556)	(278)	(339)	(61)	(556)	(556)	0	0	0	Medium	
	1,446	1,425	713	5	(708)	1,425	1,425	0	0	0	Medium	
											October 2011	
E63 Enforcement & Intervention	2,415	2,486	1,243	1,305	62	2,486	2,526	40	2	2	Gavin Dooley	0%
	(114)	(154)	(77)	(113)	(36)	(154)	(194)	(40)	26	26	Medium	
	2,301	2,332	1,166	1,192	26	2,332	2,332	0	0	0	Medium	
											October 2011	

COMMUNITIES, LOCALITIES & CULTURE		Explanation of any variance that is considered to be significant and all variances greater than £100k										Proposed mitigating action and dates		RAG Status			
Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Forecast Outturn) £'000	Variance to Latest Forecast Outturn %	Latest Forecast Outturn	Variance (Latest Forecast Outturn) %	Variance & Latest Forecast Outturn	Budget change	Vote Budget Manager:	Budget Risk:	Date forecast last reviewed:	Action and dates	RAG Status
E84 Drugs Action Team																	
Expenditure	5,161	5,820	2,910	2,093	(817)	5,769	5,820	0	0	0	1	Budget change now reflects DAAT current year funding	Rachael Sadegh	Low	October 2011		0%
Income	(3,761)	(4,306)	(2,153)	(2,901)	(748)	(4,306)	(4,306)	0	0	0	0						
Net Expenditure	1,400	1,514	757	(808)	(1,565)	1,463	1,514	0	0	0	3						
E85 Env Commercial Services																	
Expenditure	4,431	4,554	2,307	2,120	(187)	4,554	4,597	43	1	1	1						0%
Income	(1,354)	(1,442)	(751)	(726)	25	(1,442)	(1,485)	(43)	3	3	0						
Net Expenditure	3,077	3,112	1,556	1,394	(162)	3,112	3,112	0	0	0	0						
E86 Env Health Protection Services																	
Expenditure	4,482	4,444	2,224	1,961	(263)	4,382	4,451	7	0	0	2	Expenditure - Low spend to due is due to two factors. Firstly the Coroners' Court are notoriously slow in invoicing and this is reflected in the low actual to date spend. Secondly the contractor for the Out of Hours noise service has also been slow in submitting invoices.					0%
Income	(953)	(984)	(492)	(225)	267	(922)	(988)	(66)	0	0	7	Income - Advise in year variances on income relate mainly to the Pest Control service. Firstly there has been a delay in submitting bills to RSLs and then there has been a small delay in implementing the charging of private residents for pest control services.					
Net Expenditure	3,529	3,460	1,732	1,736	4	3,460	3,463	3	0	0	0						
Safer Communities Total																	
Expenditure	18,147	19,461	9,763	8,062	(1,701)	19,308	19,551	90	0	1	1						0%
Income	(6,397)	(7,597)	(3,829)	(4,304)	(475)	(7,535)	(7,684)	(87)	1	2	0						
Net Expenditure	11,750	11,864	5,934	3,758	(2,176)	11,773	11,867	3	0	0	1	Service Head: Bryan Jones					
E40 Divisional Management																	
Expenditure	134	164	97	115	18	217	164	0	0	0	(24)						0%
Income	(134)	(217)	(94)	(3)	91	(217)	(217)	0	0	0	0						
Net Expenditure	0	(53)	3	112	109	0	(53)	0	0	0	0						
E40 Sea Stores																	
Expenditure	8,931	8,817	4,596	3,815	(781)	8,837	8,615	(202)	(2)	(3)	(3)	Expenditure - Various staffing costs are now being charged to other areas. Furthermore no energy charges have yet been posted into this account.					0%
Income	(1,185)	(1,185)	(186)	(272)	(86)	(1,185)	(1,006)	179	(15)	(15)	(15)	Income - The actual includes an invoice covering three year's income (£192k) for the Canary Wharf Idea Store. This is not reflected in the budget.					
Net Expenditure	7,746	7,632	4,410	3,543	(867)	7,652	7,609	(23)	(6)	(1)	(1)						
E42 Sports & Physical Activity																	
Expenditure	4,767	4,589	1,649	1,358	(291)	4,549	4,661	72	2	2	2						1%
Income	(386)	(650)	(83)	137	220	(658)	(695)	(45)	7	6	6						
Net Expenditure	4,381	3,939	1,566	1,495	(71)	3,891	3,966	27	1	2	2						
E43 Parks & Open Spaces																	
Expenditure	3,285	3,359	1,598	1,414	(184)	3,388	3,359	0	0	0	(1)	Expenditure - Delay in processing large value contract payments in respect of grounds maintenance.					0%
Income	(389)	(349)	(175)	(90)	85	(424)	(349)	0	0	0	(18)	Income - In year actual low because claims for Big Lottery grant have not yet been made.					
Net Expenditure	2,946	3,010	1,423	1,324	(99)	2,964	3,010	0	0	0	2						
E44 Arts & Events																	
Expenditure	2,243	2,391	1,180	1,086	(94)	2,372	2,333	(58)	(2)	(2)	(2)	Expenditure - In year variances due to delays in energy charges coming through.					0%
Income	(1,120)	(1,158)	(579)	(645)	(66)	(1,240)	(1,099)	59	(5)	(5)	(11)	Income - Budget requires re-profiling to reflect higher levels of income in summer months.					
Net Expenditure	1,123	1,233	601	441	(160)	1,132	1,234	1	0	0	9						
E45 Mile End Park																	
Expenditure	787	787	379	286	(93)	787	787	0	0	0	0						0%
Income	(787)	(787)	(393)	(395)	(2)	(787)	(794)	(7)	1	1	1						
Net Expenditure	0	0	(14)	(109)	(95)	0	(7)	(7)	0	0	0						

COMMUNITIES, LOCALITIES & CULTURE		Actual to Date				Variance (Latest Forecast Outturn)		Variance (Latest Forecast Outturn)		Variance (Latest Forecast Outturn)		Explanation of any variance that is considered to be significant and all variances greater than £100k	
		Budget to Date	Actual to Date	Variance to Date	Previous Forecast Outturn	Latest Forecast Outturn	(Latest Budget to Latest Forecast Outturn)	(Latest Budget to Latest Forecast Outturn)	(Latest Budget to Latest Forecast Outturn)	(Latest Budget to Latest Forecast Outturn)	Proposed mitigating action and dates		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%			
E47 Lifelong Learning		Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast Outturn	Latest Forecast Outturn	(Latest Budget to Latest Forecast Outturn)	(Latest Budget to Latest Forecast Outturn)			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%			
		4,476	4,821	1,570	1,595	25	4,821	4,821	0	0			
		(3,585)	(3,585)	(163)	(117)	46	(3,585)	(3,585)	0	0			
Net Expenditure		891	1,236	1,407	1,478	71	1,236	1,236	0	0			
Cultural Services Total		24,623	24,928	11,069	9,689	(1,400)	24,971	24,740	(186)	(1)	Vote Budget Manager: Judith St John Budget Risk: Low Date forecast last reviewed: October 2011		
		(7,536)	(7,931)	(1,673)	(1,385)	288	(8,096)	(7,745)	186	(2)			
Net Expenditure		17,087	16,997	9,396	8,284	(1,112)	16,875	16,995	(2)	(0)	Heather Bonfield		
E71 Service Integration		104	167	84	143	59	167	167	0	0			
		0	0	0	0	0	0	0	0	0			
Net Expenditure		104	167	84	143	59	167	167	0	0	Service Head Budget Risk: Medium Date forecast last reviewed: October 2011		
E30 Fleet Management		909	909	454	829	375	909	909	0	0			
		(909)	(909)	(379)	(556)	(177)	(909)	(909)	0	0			
Net Expenditure		0	0	75	273	198	0	0	0	0	Vote Budget Manager: John Stevens Budget Risk: Low Date forecast last reviewed: October 2011		
E31 Passenger Transport		5,171	5,171	2,585	2,094	(491)	5,171	5,171	0	0			
		(5,171)	(5,171)	(2,173)	(2,241)	(68)	(5,171)	(5,171)	0	0			
Net Expenditure		0	0	412	(147)	(559)	0	0	0	0	Vote Budget Manager: John Stevens Budget Risk: Low Date forecast last reviewed: October 2011		
E32 ISO Vehicle Workshop		489	489	245	222	(23)	489	489	0	0			
		(489)	(489)	(222)	(202)	20	(489)	(489)	0	0			
Net Expenditure		0	0	23	20	(3)	0	0	0	0	Vote Budget Manager: John Stevens Budget Risk: Low Date forecast last reviewed: October 2011		
E82 Street Trading		2,131	2,131	1,065	628	(437)	2,131	2,131	0	0			
		(2,131)	(2,131)	(1,065)	(1,296)	(231)	(2,131)	(2,131)	0	0			
Net Expenditure		0	0	0	(668)	(668)	0	0	0	0			
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE		111,539	117,031	53,211	43,914	(9,297)	116,403	116,932	(99)	(0)			
		(41,402)	(44,689)	(21,869)	(20,252)	1,617	(44,420)	(44,590)	99	(0)			
Net Expenditure		70,137	72,342	31,342	23,662	(7,660)	71,983	72,342	0	0	Director: Stephen Halsey		

2% to 5% Amber
 >5% Red
 <2% Green
 2% - 5% Amber
 >5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

DEVELOPMENT & RENEWAL GENERAL FUND										RAG Status	
Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates											
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %		
J04 BC Revenue	2,799	612	306	286	(40)	3,919	679	11	(83)	15%	The variance is due to the budget being moved to new vote heads to reflect the service. Vote Budget Manager: Owen Whalley Budget Risk: Low Date forecast last reviewed: 24th October 2011
Income	(1,146)	(322)	(161)	(67)	94	(1,525)	(346)	8	(77)		
Net Expenditure	1,653	290	145	199	54	2,394	332	42	(86)		
J06 Development Decisions	2,212	2,090	1,045	907	(188)	2,872	2,183	93	(24)	-79%	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	(2,292)	(2,012)	(1,006)	(1,203)	(197)	(2,240)	(2,166)	(154)	(3)		
Net Expenditure	(80)	78	39	(296)	(335)	632	16	(62)	(97)		
K99 Building Control Trading Account	2,227	1,156	578	404	(174)	1,383	997	(159)	(14)	9179%	Net nil impact on the general fund, as the trading accounts projected to be breakeven. Forecasting slightly less income than anticipated. Directorate is closely monitoring the trading income and spend. Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	(2,227)	(1,156)	(578)	(313)	265	(1,156)	(1,013)	143	(12)		
Net Expenditure	0	(0)	(0)	91	91	227	(16)	(15)	(107)		
J44 Application Support	0	532	266	420	154	0	774	242	45	19%	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	0	(206)	(103)	(103)	(0)	0	(386)	(180)	87		
Net Expenditure	0	326	163	317	154	0	388	62	19		
J45 Planning Projects & Initiative	0	596	298	435	138	0	1,362	767	129	0%	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	0	(520)	(260)	(30)	230	0	(1,287)	(767)	147		
Net Expenditure	0	76	38	405	368	0	76	0	0		
J46 Conservation, Strategic Planning and Tra	0	2,563	1,282	1,010	(271)	0	2,512	(51)	(2)	2%	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	0	(611)	(305)	(217)	88	0	(521)	90	(15)		
Net Expenditure	0	1,952	976	793	(183)	0	1,991	39	2		
J47 PBC Management	0	308	154	127	(27)	0	320	12	4	5%	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	0	(48)	(24)	0	24	0	(48)	0	0		
Net Expenditure	0	260	130	127	(2)	0	271	12	5		
K98 Local Land Charges Trading Account	392	548	274	18	(256)	530	548	(1)	(0)	0%	Vote Budget Manager: Owen Whalley Budget Risk: High Date forecast last reviewed: 24th October 2011
Income	(430)	(430)	(215)	(346)	(131)	(430)	(430)	0	(0)		
Net Expenditure	(38)	118	59	(328)	(387)	100	118	(1)	(0)		
TOTAL FOR DEVELOPMENT & BUILDING CONTROL	7,630	8,405	4,202	3,588	(615)	8,704	9,373	968	177	8	
Income	(6,095)	(5,305)	(2,653)	(2,279)	373	(5,351)	(6,196)	(891)	223	16	
Net Expenditure	1,535	3,100	1,550	1,308	(242)	3,353	3,177	78	3	(6)	Service Head: Owen Whalley
J08 Programmes and Projects Funding	1,605	596	298	435	138	52	1,362	767	129	0%	Vote Budget Manager: Chris Holme Budget Risk: Low Date forecast last reviewed: 24th October 2011
Income	(1,580)	(520)	(260)	(30)	230	(50)	(1,287)	(767)	147		
Net Expenditure	25	76	38	405	368	2	76	0	0		

2% to 5% Amber
 >5% Red
 <2% Green
 2% - 5% Amber
 >5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

DEVELOPMENT & RENEWAL GENERAL FUND										RAG Status		
Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast) £'000	Variance (Previous & Latest Forecast to Latest Forecast) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	Budget Risk:	Date forecast last reviewed:	RAG Status
3,143	2,751	1,376	1,316	(59)	3,015	3,071	320	12	Chris Holme	Low	24th October 2011	-1%
(662)	(617)	(308)	(308)	(0)	(833)	(952)	(320)	54				-1%
2,481	2,134	1,067	1,008	(59)	2,182	2,119	(16)	(1)				
TOTAL FOR RESOURCES												
4,748	3,347	1,673	1,752	78	3,067	4,433	1,086	32	Chris Holme	Low	24th October 2011	-1%
(2,242)	(1,137)	(568)	(338)	230	(883)	(2,238)	(1,102)	97				-1%
2,506	2,210	1,105	1,413	308	2,184	2,194	(15)	(1)				
J14 Management & Support Services												
3,577	453	227	1,332	1,106	389	425	(28)	(6)	Budget and cost centre has been reallocated to relevant vote heads - to reflect the correct budget for each service. Therefore variance is due to movements in budget but do not impact overall target	Low	23rd Sep 2011	-9%
(13)	(135)	(68)	7	74	(135)	(135)	0	0				-9%
3,564	318	159	1,339	1,180	254	290	(28)	(9)				
J16 Asset Management												
1,492	1,810	905	694	(211)	1,973	1,681	(128)	(7)	Forecasting underspend due to vacant posts	Medium	24th October 2011	-14%
(1,024)	(775)	(388)	(403)	(15)	(1,029)	(791)	(16)	2				-14%
468	1,035	517	291	(226)	944	891	(144)	(6)				
J20 Olympics												
947	738	369	304	(66)	951	717	(21)	(9)				-3%
(166)	(46)	(23)	5	28	(72)	(46)	0	0				-3%
781	692	346	309	(37)	879	671	(21)	(3)				
J20 Strategy, Regeneration and Sustainability												
3,153	3,712	1,856	3,667	1,811	3,465	3,667	(44)	(1)				0%
(2,007)	(1,787)	(894)	(1,748)	(855)	(1,533)	(1,748)	39	(2)				0%
1,146	1,924	962	1,919	957	1,932	1,919	(5)	(0)				
J22 Housing Regeneration												
506	550	290	298	9	572	635	55	10				-461%
(588)	(588)	(294)	(210)	84	(588)	(605)	(17)	3				-461%
(82)	(8)	(4)	89	93	(16)	30	38	(461)				
J24 Employment & Enterprise												
2,163	2,729	1,364	1,098	(267)	2,716	2,871	142	5				0%
(1,237)	(1,452)	(726)	(199)	527	(1,494)	(1,593)	(141)	10				0%
926	1,277	638	899	260	1,222	1,277	1	0				
J26 Lettings												
2,535	2,610	1,305	1,193	(111)	2,533	2,473	(137)	(5)	The establishment map is being reviewed and the budget will be re-aligned to reflect the establishment, hence, the outturn will be in line with the revised budget.	Low	24th October 2011	-11%
(1,658)	(1,733)	(867)	(848)	18	(1,658)	(1,697)	37	(2)				-11%
877	876	438	345	(93)	875	776	(100)	(11)				

2% to 5% Amber
 >5% Red
 <2% Green
 2% - 5% Amber
 >5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

DEVELOPMENT & RENEWAL GENERAL FUND		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k	Proposed mitigating action and dates	RAG Status
J30 BSF Programme	Expenditure Income Net Expenditure	1,442 (940) 502	1,366 (940) 426	683 (470) 213	2,487 (754) 1,712	1,784 (284) 1,499	2,828 (2,420) 408	3,091 (2,701) 390	1,726 (1,761) (36)	126 187 (61)	Additional costs relating to the Building Schools for the Future PFI contract will be funded by an agreed drawdown from reserves.	Ann Sutcliffe Medium Date forecast last reviewed: 24th October 2011	3%
J32 Admin Buildings	Expenditure Income Net Expenditure	22,399 (18,289) 4,110	20,181 (18,289) 1,892	10,091 (9,145) 946	7,518 (8,313) (796)	(2,573) 831 (1,742)	20,576 (18,196) 1,908	18,901 (18,196) 705	(1,280) 93 (1,187)	(6) (1) (63)	The latest budget includes £550k growth relating to National Non-Domestic Rates (NDR) is applied to offset the budget pressure in this area. This also includes K97.	Ann Sutcliffe High Date forecast last reviewed: 23rd Sep 2011	63%
J34 Depots	Expenditure Income Net Expenditure	476 (459) 17	364 (459) (95)	182 (229) (47)	109 (227) (118)	(73) 3 (71)	364 (459) (95)	330 (246) 84	(34) 213 179	(9) (46) (189)	The forecast overspend is due to pressures relating to the Sutton Street and Toby Lane depots.	Ann Sutcliffe Medium Date forecast last reviewed: 23rd Sep 2011	1.88%
J40 Homeless & Housing Advice	Expenditure Income Net Expenditure	37,838 (36,685) 1,153	31,274 (30,121) 1,153	15,637 (15,060) 577	15,308 (15,307) 1	(329) (247) (576)	31,909 (30,758) 1,150	31,467 (30,320) 1,148	194 (199) (5)	1 1 (0)	Forecast includes assumed drawdowns from the Homelessness reserve.	C.Cormack High Date forecast last reviewed: 23rd Sep 2011	0%
TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure Income Net Expenditure	88,906 (71,403) 17,503	77,567 (62,767) 14,797	38,783 (31,384) 7,398	39,326 (30,615) 8,711	543 789 1,312	80,045 (65,048) 14,998	80,065 (65,511) 13,553	2,498 (3,744) (1,246)	3 6 (6)		Jackie Oduunoye Director	3%
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES													
J48 Third Sector Team - transfer from CE	Expenditure Income Net Expenditure		2,689 (50) 2,619	1,335 (25) 1,310	1,078 (20) 1,058	(256) 5 (251)	2,704 (70) 2,634	2,954 (320) 2,634	285 (270) 15	11 540 1	Risk: A review of this budget has identified that there is an ongoing pressure relating to staff salaries. The Directorate is actively reviewing the 3rd sector requirement for savings opportunities where there is a net risk of a £0.2million overspend. Forecast includes the overspend on staff costs and also assumed funding from corporate contingency.	Nick Smales High Date forecast last reviewed: 23rd Sep 2011	1%
REVISED TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure Income Net Expenditure	88,906 (71,403) 17,503	80,236 (62,817) 17,419	40,118 (31,409) 8,709	40,404 (30,635) 9,769	286 774 1,060	82,749 (65,118) 17,632	83,019 (65,600) 17,419	2,783 (2,783) 0	3 4 0		Jackie Oduunoye Director	0%

2% to 5% Amber
 <2% Green
 >5% Red

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

RESOURCES	FULL YEAR										RAG Status		
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast) £'000	Variance (Previous & Latest Forecast Outturn)	%			
R34 Internal Audit	799 (973)	799 (973)	400 (487)	537 (624)	138 (136)	799 (973)	799 (973)	0 (174)	0 (174)	0 0	0	The budget to date versus the actual to date reflects accruals and audit contract expenditure to be incurred at year-end. Vote Budget Manager: Mimesh Jani Medium Date forecast last reviewed: 19/10/2011	0%
Net Expenditure	(174)	(174)	(87)	(87)	0	(174)	(174)	0	0	0	0		
R40 Risk Management	681 (592)	681 (592)	341 (296)	266 (221)	75 (75)	681 (592)	681 (592)	0 (89)	0 (89)	0 0	0	Vote Budget Manager: Mimesh Jani Medium Date forecast last reviewed: 19/10/2011	0%
Net Expenditure	89	89	45	45	0	89	89	0	0	0	0		
TOTAL FOR AUDIT & RISK	1,480	1,480	740	803	63	1,480	1,480	0	0	0	0		
Expenditure	1,480	1,480	740	803	63	1,480	1,480	0	0	0	0		
Income	(1,565)	(1,565)	(783)	(845)	(63)	(1,565)	(1,565)	0	0	0	0		
Net Expenditure	(85)	(85)	(43)	(43)	0	(85)	(85)	0	0	0	0		
R36 Council Tax & NNDR	33,865 (31,197)	33,865 (31,197)	16,933 (15,599)	17,738 (16,404)	806 (806)	33,865 (31,197)	33,865 (31,197)	0 (31,197)	0 (31,197)	0 0	0	0 Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received. Vote Budget Manager: Roger Jones High Date forecast last reviewed: 17/10/2011	0%
Net Expenditure	2,668	2,668	1,334	1,334	0	2,668	2,668	0	0	0	0		
Debtors Income Service	1,218	1,218	609	632	23	1,218	1,218	0	0	0	0		
Expenditure	1,218	1,218	609	632	23	1,218	1,218	0	0	0	0		
Income	(1,185)	(1,185)	(593)	(615)	(23)	(1,185)	(1,185)	0	0	0	0		
Net Expenditure	33	33	17	17	0	33	33	0	0	0	0		
Cashiers	480	480	240	221	(19)	480	480	0	0	0	0		
Expenditure	480	480	240	221	(19)	480	480	0	0	0	0		
Income	(508)	(508)	(254)	(235)	19	(508)	(508)	0	0	0	0		
Net Expenditure	(28)	(28)	(14)	(14)	0	(28)	(28)	0	0	0	0		
R48 Information Services	9,948 (9,674)	9,952 (9,673)	4,676 (4,837)	4,771 (4,932)	95 (95)	9,342 (9,673)	9,352 (9,673)	0 (9,673)	0 (9,673)	0 0	0	0 The budget to date versus the actual to date reflects accruals and ICT contract expenditure to be incurred at year-end. Vote Budget Manager: Claire Symonds High Date forecast last reviewed: 20/10/2011	0%
Net Expenditure	(726)	(321)	(161)	(161)	0	(331)	(321)	0	0	0	0		
Expenditure	9,948	9,952	4,676	4,771	95	9,342	9,352	0	0	0	0		
Income	(9,674)	(9,673)	(4,837)	(4,932)	(95)	(9,673)	(9,673)	0	0	0	0		
Net Expenditure	(726)	(321)	(161)	(161)	0	(331)	(321)	0	0	0	0		
R50 Customer Access	6,745 (3,306)	6,601 (2,305)	3,301 (1,153)	3,217 (1,069)	84 (84)	6,650 (2,305)	6,601 (2,305)	0 (2,305)	0 (2,305)	0 0	(1)	0 Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received. Vote Budget Manager: Claire Symonds High Date forecast last reviewed: 21/09/2011	0%
Net Expenditure	3,439	4,296	2,148	2,148	0	4,345	4,296	0	0	0	(1)		
Expenditure	6,745	6,601	3,301	3,217	84	6,650	6,601	0	0	0	(1)		
Income	(3,306)	(2,305)	(1,153)	(1,069)	84	(2,305)	(2,305)	0	0	0	0		
Net Expenditure	3,439	4,296	2,148	2,148	0	4,345	4,296	0	0	0	(1)		
R54 Housing Benefits	187,969 (187,474)	187,969 (187,474)	93,985 (93,737)	129,314 (129,067)	35,330 (35,330)	187,969 (187,474)	187,969 (187,474)	0 (187,474)	0 (187,474)	0 0	0	0 Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received. Vote Budget Manager: Steve Hill High Date forecast last reviewed: 17/10/2011	0%
Net Expenditure	495	495	248	247	1	495	495	0	0	0	0		
Expenditure	187,969	187,969	93,985	129,314	35,330	187,969	187,969	0	0	0	0		
Income	(187,474)	(187,474)	(93,737)	(129,067)	(35,330)	(187,474)	(187,474)	0	0	0	0		
Net Expenditure	495	495	248	247	1	495	495	0	0	0	0		
R58 Benefits Admin	8,034 (6,217)	8,034 (6,217)	4,017 (3,109)	4,117 (3,209)	100 (101)	8,034 (6,217)	8,034 (6,217)	0 (6,217)	0 (6,217)	0 0	0	0 Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received. Vote Budget Manager: Steve Hill High Date forecast last reviewed: 17/10/2011	0%
Net Expenditure	1,817	1,817	909	908	(1)	1,817	1,817	0	0	0	0		
Expenditure	8,034	8,034	4,017	4,117	100	8,034	8,034	0	0	0	0		
Income	(6,217)	(6,217)	(3,109)	(3,209)	(101)	(6,217)	(6,217)	0	0	0	0		
Net Expenditure	1,817	1,817	909	908	(1)	1,817	1,817	0	0	0	0		
R60 Reprgraphics	421 (425)	421 (425)	211 (213)	251 (253)	41 (41)	421 (425)	421 (425)	0 (425)	0 (425)	0 0	0	0 Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received. Vote Budget Manager: Steve Burr Low Date forecast last reviewed: 20/10/2011	0%
Net Expenditure	(4)	(4)	(2)	(2)	0	(4)	(4)	0	0	0	0		
Expenditure	421	421	211	251	41	421	421	0	0	0	0		
Income	(425)	(425)	(213)	(253)	(41)	(425)	(425)	0	0	0	0		
Net Expenditure	(4)	(4)	(2)	(2)	0	(4)	(4)	0	0	0	0		

RESOURCES	FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn)		Variance & Latest Forecast Outturn %		
								£'000	%			
TOTAL FOR CUSTOMER ACCESS & ICT	247,680	247,940	123,970	160,261	(34,369)	247,979	247,940	0	0	(1)		0%
Income	(239,986)	(238,984)	(119,492)	(155,784)	34,369	(238,984)	(238,984)	0	0	0		0%
Net Expenditure	7,694	6,956	4,478	4,477	0	8,995	8,956	0	0	(4)		0%
Expenditure	1,008	1,008	504	628	124	1,008	1,008	0	0	0		0%
Income	(752)	(752)	(376)	(500)	(124)	(752)	(752)	0	0	0		0%
Net Expenditure	256	256	128	128	0	256	256	0	0	0		0%
Vote Budget Manager: Richard Parsons Budget Risk: Medium Date forecast last reviewed: 18/10/2011												
R46 Payments	634	634	317	317	(1)	634	634	0	0	0		0%
Expenditure	(803)	(803)	(402)	(401)	1	(803)	(803)	0	0	0		0%
Net Expenditure	(169)	(169)	(85)	(85)	0	(169)	(169)	0	0	0		0%
Vote Budget Manager: Richard Parsons Budget Risk: Low Date forecast last reviewed: 18/10/2011												
TOTAL FOR PROCUREMENT & PAYMENTS	1,642	1,642	821	945	124	1,642	1,642	0	0	0		0%
Expenditure	(1,555)	(1,555)	(778)	(901)	(124)	(1,555)	(1,555)	0	0	0		0%
Net Expenditure	87	87	44	44	0	87	87	0	0	0		0%
Expenditure	2,281	2,281	1,141	1,140	(1)	2,281	2,281	0	0	0		0%
Income	(2,261)	(2,261)	(1,131)	(1,130)	1	(2,261)	(2,261)	0	0	0		0%
Net Expenditure	20	20	10	10	0	20	20	0	0	0		0%
Vote Budget Manager: Peter Hayward Budget Risk: Medium Date forecast last reviewed: 19/10/2011												
R82 Non-Distributed Costs	1,395	900	450	817	367	1,169	900	0	0	(23)		0%
Expenditure	0	0	0	(367)	(367)	0	0	0	0	0		0%
Income	1,395	900	450	450	0	1,169	900	0	0	(23)		0%
Net Expenditure	1,395	900	450	450	0	1,169	900	0	0	(23)		0%
Vote Budget Manager: Peter Hayward Budget Risk: Low Date forecast last reviewed: 19/10/2011												
TOTAL FOR CORPORATE FINANCE & NDC	3,676	3,181	1,591	1,957	367	3,450	3,181	0	0	(8)		0%
Expenditure	(2,261)	(2,261)	(1,131)	(1,497)	(367)	(2,261)	(2,261)	0	0	0		0%
Net Expenditure	1,415	920	460	460	0	1,189	920	0	0	(23)		0%
Expenditure	560	689	345	2,269	1,924	689	689	0	0	0		0%
Income	(560)	(560)	0	(1,924)	(1,924)	0	0	0	0	0		0%
Net Expenditure	0	689	345	345	0	689	689	0	0	0		0%
Vote Budget Manager: Ekbal Hussain Budget Risk: Low Date forecast last reviewed: 22/09/2011												
TOTAL FOR BUSINESS DEVELOPMENT	560	689	345	2,269	1,924	689	689	0	0	0		0%
Expenditure	(560)	(560)	0	(1,924)	(1,924)	0	0	0	0	0		0%
Net Expenditure	0	689	345	345	0	689	689	0	0	0		0%
Expenditure	1,486	1,218	609	524	(85)	1,794	1,218	0	0	(32)		0%
Income	(1,253)	(1,112)	(556)	(556)	0	(1,253)	(1,112)	0	0	(11)		0%
Net Expenditure	233	106	53	(32)	(85)	541	106	0	0	(80)		0%
Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 20/10/2011												
R92 HR Consultancy	3,021	1,889	945	927	(18)	3,021	1,889	0	0	(37)		0%
Expenditure	(2,914)	(1,804)	(902)	(902)	0	(2,914)	(1,804)	0	0	(38)		0%
Net Expenditure	107	85	43	25	(18)	107	85	0	0	(21)		0%
Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 20/10/2011												
R94 HR Operations	2,376	4,820	2,410	2,665	255	3,113	4,820	0	0	55		0%
Expenditure	(2,582)	(3,539)	(1,770)	(1,939)	(170)	(2,582)	(3,539)	0	0	37		0%
Net Expenditure	(206)	1,281	641	726	85	531	1,281	0	0	141		0%
Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 20/10/2011												
R96 PAS Schemes	1,190	1,190	595	640	45	1,190	1,190	0	0	0		0%
Expenditure	(683)	(670)	(395)	(363)	(28)	(683)	(670)	0	0	(2)		0%
Net Expenditure	507	520	260	277	17	507	520	0	0	3		0%
Vote Budget Manager: Simon Kilbey Budget Risk: High Date forecast last reviewed: 20/10/2011												

RESOURCES	FULL YEAR										Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	RAG Status
	Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast Outturn) %			
TOTAL FOR HR SERVICES	8,073	9,117	4,558	4,756	198	9,118	9,117	0	0	(0)		0%
Expenditure	(7,432)	(7,125)	(3,563)	(3,760)	(196)	(7,432)	(7,125)	0	0	(4)		
Income	641	1,992	996	996	0	1,686	1,992	0	0	18	Service Head: Simon Kilbey	
R80 Directors Office	522	508	254	254	0	506	508	0	0	0		0%
Expenditure	0	0	0	0	0	0	0	0	0	0		
Income	522	508	254	254	0	506	508	0	0	0	Vote Budget Manager: Sam Shand Budget Risk: Low Date forecast last reviewed: 18/10/2011	
TOTAL FOR RESOURCES	263,633	264,557	132,278	171,244	(31,695)	264,864	264,557	0	0	(0)		0%
Expenditure	(253,359)	(251,490)	(125,745)	(164,711)	31,695	(251,797)	(251,490)	0	0	(0)		
Income	10,274	13,067	6,533	6,533	0	13,067	13,067	0	0	0	Director: Chris Naylor	
Net Expenditure												

CORPORATE MONTHLY BUDGET MONITORING - SEPTEMBER 2011

		FULL YEAR										RAG Status
CORPORATE COSTS & CAPITAL FINANCING		Original Budget £'000	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Previous Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance (Latest Budget to Latest Forecast Outturn) £'000	Variance (Latest Forecast Outturn) %	Variance (Previous & Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100K Proposed mitigating action and dates
CORPORATE COSTS & CAPITAL FINANCING		19,385	15,843	356	738	382	15,843	15,843	0	0	0	
Expenditure				0	(506)	(506)			0	0	0	
Income		19,385	15,843	356	232	(124)	15,843	15,843	0	0	0	
Net Expenditure			(3,953)	0	0	0	0	(4,753)	(800)	20		
Contingency and Below the line items												
Net Expenditure		19,385	11,890	356	232	(124)	15,843	11,090	(800)	(7)	(30)	C Naylor Director:
-7%												

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HOUSING REVENUE ACCOUNT MONTHLY BUDGET MONITORING - SEPTEMBER 2011

HOUSING REVENUE ACCOUNT	FULL YEAR										RAG Status	
	Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Forecast to Latest Forecast Outturn)	Variance (Previous & Latest Forecast Outturn)	Proposed mitigating action and dates		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%	
DIRECTLY CONTROLLED INCOME BUDGETS												
Dwelling & Non Dwelling Rents	Income	(61,747)	(61,747)	(30,874)	(31,669)	(796)	(61,789)	(61,769)	(22)	0	(0)	0%
	Net Expenditure	(61,747)	(61,747)	(30,874)	(31,669)	(796)	(61,789)	(61,769)	(22)	0	(0)	
Tenant & Leaseholder Service Charges	Income	(16,069)	(16,069)	(12,820)	(13,620)	(800)	(16,167)	(16,162)	(93)	1	(0)	1%
	Net Expenditure	(16,069)	(16,069)	(12,820)	(13,620)	(800)	(16,167)	(16,162)	(93)	1	(0)	
INDIRECT INCOME BUDGETS												
Housing Revenue Account Subsidy	Income	(11,611)	(11,611)	(5,806)	0	5,806	(12,114)	(11,649)	(38)	0	(4)	4%
	Net Expenditure	(11,611)	(11,611)	(5,806)	0	5,806	(12,114)	(11,649)	(38)	0	(4)	
Investment Income Received	Income	(200)	(200)	(100)	(7)	93	(191)	(191)	9	(5)		2%
	Net Expenditure	(200)	(200)	(100)	(7)	93	(191)	(191)	9	(5)		
General Fund Contributions	Income	(519)	(519)	(260)	0	260	(166)	(166)	353	(68)	0	68%
	Net Expenditure	(519)	(519)	(260)	0	260	(166)	(166)	353	(68)	0	
TOTAL INCOME	Total Income	(90,146)	(90,146)	(49,859)	(45,296)	4,562	(90,427)	(89,937)	209	(0)	(1)	0%
		(90,146)	(90,146)	(49,859)	(45,296)	4,562	(90,427)	(89,937)	209	(0)	(1)	

HOUSING REVENUE ACCOUNT	FULL YEAR										RAG Status
	Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Budget to Latest Forecast)	Variance (Previous & Latest Forecast)	Proposed mitigating action and dates	
DIRECTLY CONTROLLED EXPENDITURE BUDGETS											
Repairs & Maintenance	20,511	20,761	10,380	8,190	(2,190)	20,600	20,935	174	1	2	0%
Expenditure											
Net Expenditure	20,511	20,761	10,380	8,190	(2,190)	20,600	20,935	174	1	2	
Vote Budget Manager: Tower Hamlets Homes Budget Risk: High Date forecast last reviewed:											
Supervision & Management	24,504	24,254	12,767	10,253	(2,514)	24,712	24,117	(137)	(1)	(2)	1%
Expenditure											
Net Expenditure	24,504	24,254	12,767	10,253	(2,514)	24,712	24,117	(137)	(1)	(2)	
Vote Budget Manager: Chris Holme Budget Risk: Low Date forecast last reviewed:											
Special Services, Rent Rates & Taxes	16,322	16,322	8,110	6,725	(1,385)	15,803	16,088	(234)	(1)	2	3%
Expenditure											
Net Expenditure	16,322	16,322	8,110	6,725	(1,385)	15,803	16,088	(234)	(1)	2	
Spend to date is below the budget to date due to timing differences in energy costs. The year-end projected underspend is due to a number of variances, the main one relating to Estate Parking, where a review of the arrangements is projected to result in c. £200k higher than budgeted income. There are also projected underspends on cleaning and concierge services. RISK: 2011/12 energy contract prices have increased by an average of 10% compared to 2010/11, and therefore the year-end spend is subject to uncertainty, particularly if the 2011 winter is severe. Vote Budget Manager: Tower Hamlets Homes Budget Risk: Medium Date forecast last reviewed:											
INDIRECT EXPENDITURE BUDGETS											
Provision for Bad & Doubtful Debts	900	900	450	0	(450)	900	900	0	0	0	0%
Expenditure											
Net Expenditure	900	900	450	0	(450)	900	900	0	0	0	
The year to date variance is due to the fact that actuals are processed at year-end, and this budget will be re-profiled to better reflect the anticipated spend pattern. Forecast spend is projected to be in line with the budget. Vote Budget Manager: Chris Holme Budget Risk: Medium Date forecast last reviewed:											
Capital Financing Charges	28,244	28,244	14,122	0	(14,122)	28,748	28,232	(12)	(0)	(2)	2%
Expenditure											
Net Expenditure	28,244	28,244	14,122	0	(14,122)	28,748	28,232	(12)	(0)	(2)	
The year to date variance is due to the fact that actuals are processed at year-end. More accurate calculations for the amount of Housing Subsidy that the Council will receive have now been carried out, (following the preparation of the Housing Subsidy Second Advance Claim), and the current forecast in relation to capital charges is for a small variance of £12k. Vote Budget Manager: Chris Holme Budget Risk: High Date forecast last reviewed:											
TOTAL EXPENDITURE	90,481	90,481	45,829	25,168	(20,661)	90,763	90,272	(209)	(0)	(1)	0%
Expenditure											
Net Expenditure	90,481	90,481	45,829	25,168	(20,661)	90,763	90,272	(209)	(0)	(1)	
Contributions from Reserves											
Income	(335)	(335)	(168)	0	168	(335)	(335)	0	0	0	0%
Net Expenditure	(335)	(335)	(168)	0	168	(335)	(335)	0	0	0	
Vote Budget Manager: Chris Holme Budget Risk: Low Date forecast last reviewed:											
TOTAL FOR HOUSING REVENUE ACCOUNT	0	0	(4,197)	(20,128)	(15,931)	0	(0)	(0)	0	0	0%

CAPITAL BUDGET RECONCILIATION QUARTER 2 2011/12	£'000
Quarter 1 Revised budget (as reported to Cabinet on 7th September 2011)	171,328
<u>Adult Health and Well Being</u>	
Bell lane community Hub - RCDA - AHWB/001- Fit out costs; Department of Health funded	80
Improving the Care Home Environment for Older People - AHWB met its programme objectives without using these resources and therefore the capital commitment is no longer required	-20
<u>Chief Executive & Resources</u>	0
<u>Communities Localities and Culture:</u>	
CCTV Node Move - RCDA - 11 19 - Funded from reserves	160
Mile End Stadium Track resurfacing - RCDA 11 18 - Full costs covered by the United States Olympic Committee. This includes resurfacing of the entire running track and infield areas at Mile End Stadium in time for the 2012 Olympics.	177
Toby Club Hub - Metropolitan Police grant - RCDA 11 15. This includes Fabrication of New vehicle gates, security fencing & gate, alteration and relocation of the secure police compound. Fully funded from residual grant identified.	45
Victoria Park Masterplan - Scheme progressing quicker than anticipated when initial budget was set. The scheme is fully funded, £4.485m grant & £3.407 capital receipts. Of the budget for 2012/13, £2m has been brought forward to fund the scheme in 2011/12. Completion is still scheduled for 2012/13	2,000
Adoption of increase in capital estimate for Brick Lane Improvement project, funded from section 106 resources.	355
Adoption of increase in capital estimate for the Cycle Infrastructure Improvements scheme, funded by contributions from the Olympic Delivery Authority (OPTEMS).	500
<u>Children, Schools and Families:</u>	
Mulberry & Bigland Green Centre - RCDA 342; Council working with Mulberry & Bigland green schools in a joint proposal to develop a new centre. S106 Contributions by PCOP to be included within the programme	200
RCDA approved for increased scheme cost for the Sure start - Funded from Early years Revenue budget	110
Sundry Creditor raised in 2010/11 for Match Day Nursery - Refurbish Play Area - Incorrectly included within the current capital programme. Adjusted accordingly	-76
Sure start budget adjusted to actuals	-1
Re- Profiling of Condition and Improvement	-318
Re- Profiling of Basic Needs Expansion	-787
Re-Profiling of ICT	-1,000
Re- Profiling of Bishop Challoner project	-300
<u>Building Schools for the Future:</u>	
BSF Main schemes reprofiled in line with current programme. There has been an extensive exercise to review the current BSF programme to capture the true representation of the approved programme budget for the current financial year. A one line adjustment made in Quarter 1 report has now be applied across existing and new schemes in line with PFS funding, promissory notes, approved cabinet reports and S151 officer sign-offs.	-6,147
ICT schemes re-profiled in line with schemes that have actively started or to begin in 2011/12	5,304
<u>Development and Renewal (including Housing):</u>	
Adoption of capital estimate for housing private sector improvement grants, funded from resources already received (grant and capital receipts)	800
Re-profiling of High Street 2012 scheme	2,447
Re-profiling of Roman Road shops scheme	55
<u>HRA</u>	
Re-profiling of Council Housebuilding Initiative scheme	1,800
Capital Budget Q2- Sept 2011	176,712

CAPITAL MONITORING Q2

SUMMARY

Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget
£m	£m	£m	%	£m

MAINSTREAM PROGRAMME

Communities, Localities and Culture	17.496	3.947	17.496	22.6%	0.000
Children, Schools and Families	21.493	6.945	21.493	32.3%	0.000
Adults, Health and Wellbeing	0.295	0.111	0.295	37.7%	0.000
D&R (excl BSF)	5.618	5.423	5.618	96.5%	0.000
BSF	76.758	31.416	76.758	40.9%	0.000
HRA	31.451	6.356	30.723	20.2%	-0.728
MAINSTREAM TOTAL	153.111	54.198	152.383	35.4%	-0.728

LOCAL PRIORITIES PROGRAMME

Communities, Localities and Culture	3.601	1.489	3.601	41.3%	0.000
Children, Schools and Families	0.438	0.089	0.438	20.4%	0.000
Chief Executive	1.951	0.373	1.951	19.1%	0.000
D&R (excl BSF)	9.711	1.805	9.711	18.6%	0.000
BSF	1.100	0.371	1.100	33.8%	0.000
HRA	6.800	2.070	7.528	30.4%	0.728
LPP TOTAL	23.601	6.197	24.329	26.3%	0.728
GRAND TOTAL	176.712	60.395	176.712	34.2%	0.000

TOTALS BY DIRECTORATE:

Communities, Localities and Culture	21.097	5.436	21.097	25.8%	0.000
Children, Schools and Families	21.931	7.034	21.931	32.1%	0.000
Chief Executive	1.951	0.373	1.951	19.1%	0.000
Adults, Health and Wellbeing	0.295	0.111	0.295	37.7%	0.000
D&R (excl BSF)	15.329	7.228	15.329	47.2%	0.000
BSF	77.858	31.787	77.858	40.8%	0.000
HRA	38.251	8.426	38.251	22.0%	0.000
	176.712	60.395	176.712	34.2%	0.000

COMMUNITIES, LOCALITIES AND CULTURE

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget		
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
MAINSTREAM PROGRAMME							
Transport							
TfL schemes including safety, cycling and walking	5.682	1.236	5.682	22%	0.000	Schemes progressing as per schedule, design and consultation stages are complete, works will be on site in Q3/Q4	
TfL Cycle Superhighway 2 Supporting Measures	0.112	0.025	0.112	22%	0.000	Schemes progressing as per schedule, design and consultation stages are complete, works are now on site	
TfL Cycle Superhighway 3 Complementary Measures	0.040	0.019	0.040	48%	0.000		
Public Realm Improvements	0.520	0.127	0.520	24%	0.000	Awaiting resolution of legal issues. Illuminated hand rail to be installed and maintained, in discussion with TfL. Awaiting on start date for Wallis Road and road closure on A12	
Olympic Delivery Authority	0.000	0.000	0.000	N/A	0.000		
Developers Contribution	2.106	0.344	2.106	16%	0.000	Programme of works are currently being agreed.	
OPTEMS section 106	0.045	-0.029	0.045	N/A	0.000	Awaiting report from contractor and outstanding invoices	
Leamouth Depot Salt Barn	0.160	0.035	0.160	22%	0.000	Works progressing as per schedule and works are estimated to be completed by November	
Parks							
Millwall Park/Island Gardens	0.005	0.000	0.005	0%	0.000	Scheme is being reviewed.	
Poplar Park	0.086	0.000	0.086	0%	0.000	New project manager reviewing the scope of works.	
St Johns Park	0.011	0.002	0.011	18%	0.000	Scope of works being reviewed	
Schoolhouse Lane Multi Use Ball Games Area	0.027	0.000	0.027	0%	0.000	Scheme is in design stage with works programmed for Q3/Q4	
Braithwaite Park	0.017	0.000	0.017	0%	0.000	Scheme is being reviewed.	
Chicksand Ghat	0.000	-0.085	0.000	N/A	0.000		
Bethnal Green Improvements	0.111	0.000	0.111	0%	0.000	Phase 2 is in design stage with works programmed for Q3.	
Victoria Park Masterplan (1)	3.852	1.857	3.852	48%	0.000		
Cotton Street Open Space Landscape Improvements	0.043	0.000	0.043	0%	0.000	Scheme is being reviewed.	
Culture and major projects							
Brady Centre	0.148	0.000	0.148	0%	0.000	Programme of work is currently being agreed.	
Kobi Nazrul	0.054	0.025	0.054	46%	0.000		
Mile End Leisure Centre - Security Enhancements	0.009	0.009	0.009	100%	0.000	Complete.	
Poplar Baths	0.028	-0.002	0.028	N/A	0.000	Works are progressing	
Creation of Mobile Public Art	0.070	0.000	0.070	0%	0.000	Programme of work is currently being agreed	
Cable Street Mural	0.056	0.047	0.056	84%	0.000	Scheme progressing as per schedule	
Mile End Park Capital	0.049	0.003	0.049	6%	0.000	Programme of work is currently being agreed.	
Mile End Stadium Track resurfacing	0.177	0.000	0.177	0%	0.000	Scheme progressing as per schedule, works are on site	
Bancroft Library	0.500	0.008	0.500	2%	0.000	Programme of work is currently being agreed.	
Other							
CCTV Move	0.160	0.076	0.160	48%	0.000		
High Visibility Vehicles	0.007	-0.003	0.007	N/A	0.000	Outstanding invoices to be settled.	
Generators @ Mulberry Place & Anchorage Hse	0.014	0.000	0.014	0%	0.000	Awaiting Landlord formal agreement.	
Contaminated land survey and works	0.060	0.018	0.060	30%	0.000	Scheme progressing as per schedule	
585-593 Commercial Road (Parking Pound)	0.000	-0.001	0.000	N/A	0.000		
Watney Market Ideas Store (1)	3.181	0.104	3.181	3.3%	0.000	Scheme has been delayed	
Toby Club Hub	0.045	0.047	0.045	104.4%	0.000	Scheme Complete	
Olympic Park	0.121	0.085	0.121	70%	0.000	Scheme progressing as per schedule	
MAINSTREAM TOTAL	17.496	3.947	17.496	23%	0.000		
LOCAL PRIORITIES PROGRAMME							
Victoria Park Masterplan (2)	3.071	1.483	3.071	48%	0.000		
Essential Health & Safety	0.011	0.006	0.011	55%	0.000		
Major Projects - LPP	0.122	0.000	0.122	0%	0.000	New contractor required to carry out outstanding works.	
Culture - LPP	0.013	0.000	0.013	0%	0.000	Awaiting retention payment.	
Watney Market Ideas Store (2)	0.384	0.000	0.384	0%	0.000	Scheme has been delayed	
LPP TOTAL	3.601	1.489	3.601	41%	0.000		
GRAND TOTAL	21.097	5.436	21.097	26%	0.000		

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget		
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
MAINSTREAM PROGRAMME							
Condition and Improvement	1.100	0.226	1.100	21%	0.000	Projects phased to minimise disruption to schools.	projects phased to reduce disruption, spend may occur in 12-13
Extended Schools	0.000	0.000	0.000	N/A	0.000		
Schools Access Initiative	0.000	0.000	0.000	N/A	0.000		
Basic Need/Expansion	11.600	2.378	11.600	21%	0.000	Slippage on 3 major schemes	Some phasing and projections cautious to reflect delay in govt allocations for 12-13.
Sure Start	0.485	0.396	0.485	82%	0.000	Overspend in Q1 covered within Early Years budget	
Primary Capital Programme	6.387	3.194	6.387	50%	0.000	Project delayed by Planning issues (Dev C'tt July 11)	Planning approval given, programme for development due.
Early Years	0.406	0.206	0.406	51%	0.000		
Bishop's Square	0.352	0.024	0.352	7%	0.000	Project completed - add costs from services diversion	Additional costs from services diversion. Additional spend met within programme.
Osmani - Redevelopment (1)	0.440	0.440	0.440	100%	0.000	Projects at completion stage	
RCCO	0.124	0.081	0.124	65%	0.000	Expenditure in Q3	ICT within expansion/Basic need projects.
Fair Play Pathfinder	0.000	0.000	0.000	N/A	0.000		
Space for Sports and Arts	0.000	0.000	0.000	N/A	0.000	Projected spend on expansion projects	
TCF Kitchen & Dining	0.124	0.000	0.124	0%	0.000		
Short Breaks	0.000	0.000	0.000	N/A	0.000	Expenditure in Q3	
ICT	0.466	0.000	0.466	0%	0.000		
Unallocated	0.009	0.000	0.009	0%	0.000		
MAINSTREAM TOTAL	21.493	6.945	21.493	32%	0.000		
LOCAL PRIORITIES PROGRAMME							
Osmani - Redevelopment (2)	0.088	0.088	0.088	100%	0.000	Project complete	Delayed by land issues.
Bishop Challoner - Community Facilities	0.300	0.000	0.300	0%	0.000	Land issues to be resolved.	
Harry Gosling	0.012	0.002	0.012	15%	0.000	Works taking place in half term	
Toby Lane	0.014	0.000	0.014	0%	0.000	Spend Q3/4	
Youth Service (BMX Mile End)	0.024	-0.001	0.024	-2%	0.000	Final account to be settled.	
LPP TOTAL	0.438	0.089	0.438	20%	0.000		
GRAND TOTAL	21.931	7.034	21.931	32%	0.000		

CAPITAL MONITORING Q2

CHIEF EXECUTIVE & RESOURCES

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget		
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
LOCAL PRIORITIES PROGRAMME							
Resources							
ICT - Software Licences	0.186	0.008	0.186	4%	0.000	Expenditure to go through in Q4 and expected to be fully utilised	
Telephony Invest to Save	0.391	0.000	0.391	0%	0.000	Expenditure to go through in Q3 and budget expected to be fully utilised by Q4	
Priority Service Remediation/Backup Expansion	0.220	0.043	0.220	20%	0.000	Budget expected to be fully utilised by Q4	
Corporate							
Accommodation Strategy	1.154	0.322	1.154	28%	0.000	The remaining sum to be capitalised is committed and ICT purchases are planned to take place later in the year in accordance with the project schedule.	
TOTAL LPP	1.951	0.373	1.951	19.1%	0.000		

ADULTS, HEALTH AND WELLBEING

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget		
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
MAINSTREAM PROGRAMME							
Mental health services	0.137	0.051	0.137	37.0%	0.000	Essential Works from Stock Condition Survey reports and Renewal of Asbestos Surveys with associated works from the AHWB property portfolio have not been processed as yet. There are other pending building works with orders waiting to be placed. It is intended that all resources will be spent this financial year.	
Efficiency Project - System/technology	0.078	0.061	0.078	77.6%	0.000	The capital phase of the Electronic Homecare Monitoring scheme is due to finish by December and the spend profile is in line with the completion date.	
Bell Lane Community Hub	0.080	0.000	0.080	0.0%	0.000	A capital estimate for the scheme was adopted in September 2011 and the intention is to spend the budget in this financial year.	
MAINSTREAM TOTAL	0.295	0.111	0.295	37.7%	0.000		

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget		
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
MAINSTREAM PROGRAMME							
Millennium Quarter	0.100	0.056	0.080	56%	-0.020	This project is fully financed from Section 106 resources.	Project is subject to review.
Bishops Square	0.150	0.077	0.150	51%	0.000		
Roman Road Shops	0.105	0.043	0.105	41%	0.000	This project is fully financed from historic Local Authority Business Growth Initiative (LABGI) resources.	
Whitechapel Centre	0.063	0.047	0.083	74%	0.020	This scheme is mainly funded through Big Lottery and ERDF grants. Expenditure is being incurred in accordance with grant conditions and it is anticipated that full spend will be incurred by year-end.	
St Andrew's Health and Well-Being Centre	5.200	5.200	5.200	100%	0.000	This Section 106 funded scheme to develop a new Health and Well Being Centre on the former St Andrew's Hospital site was approved by Cabinet on 10 March 2010 and 8 June 2011. Full payment has now been made to the PCT.	
MAINSTREAM TOTAL	5.618	5.423	5.618	97%	0.000		
LOCAL PRIORITIES PROGRAMME							
High Street 2012	5.800	1.129	5.800	19%	0.000	This scheme was initially approved by Cabinet in May 2009, but significant additional resources were secured from external agencies and agreed by Cabinet at the January and March 2010 meetings.	
Emergency Property Works	1.000	0.000	1.000	0%	0.000	This contingency was established as part of the 2009-10 budget process.	
Disabled Facilities Grant	1.000	0.342	1.000	34%	0.000	This is a demand led budget. Expenditure for the first three months of the financial year is in accordance with expectations, with outstanding commitments increasing expenditure over the remainder of the year.	
Private Sector Improvement Grants	0.800	0.329	0.800	41%	0.000		
Genesis Housing	0.363	0.000	0.363	0%	0.000	This Local Authority Grant payment to Genesis Housing Group will be fully paid during the current financial year.	
Installation of Automatic Energy Meters	0.174	0.000	0.174	0%	0.000	This scheme was commissioned towards the end of 2009-10 with the unutilised resources carried forward. The residual balance is anticipated to be fully spent in the current financial year.	
Facilities Management (DDA)	0.574	0.005	0.574	9%	0.000		
LPP TOTAL	9.711	1.805	9.711	19%	0.000		
GRAND TOTAL	15.329	7.228	15.329	47.2%	0.000		

HOUSING REVENUE ACCOUNT

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget	
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE
						REASONS FOR PROJECTED VARIANCES
MAINSTREAM PROGRAMME						
Decent Homes Backlog	12.942	0.031	12.500	0%	-0.442	Following the Authority's allocation of Decent Homes Funding, Cabinet approved the initial refurbishment programme and the procurement methodology in June 2011. Works commenced in September 2011, with full spend in the current financial year anticipated to maximise HCA grant of £12.5 million.
Housing Capital Programme	12.209	3.721	11.869	30%	-0.340	The mainstream Housing Capital programme is managed by Tower Hamlets Homes on behalf of the Authority and incorporates work to the Council's own stock. Tower Hamlets Homes closely monitors this budget and the spend to the end of September is approximately in line with the target profile for this stage of the financial year. The initial budget agreed by Cabinet in February 2011 was £6.6 million, however this programme was revised by Cabinet in June 2011 in light of confirmation of available resources. It is anticipated that slight slippage will occur in the current financial year, with resources carried forward into 2012-13.
Overcrowding Initiatives	0.500	0.050	0.500	10%	0.000	
Ocean New Deal for Communities	4.900	2.297	4.900	47%	0.000	This project is funded from mainstream Capital Resources of £4,900,000 in 2011-12, following the final year of NDC grant entitlement in 2010-11. £2.297 expenditure has been incurred to 30 September, with full spend programmed later in the financial year.
Regional Housing Pot	0.900	0.257	0.954	29%	0.054	Funding of approximately £7.27 million has been secured from the DCLG to facilitate the regeneration of the St Clement's Hospital site and to undertake masterplanning on the Malmesbury and Birchfield Estates. The masterplanning contracts have been let and on-going expenditure will be incurred during 2011-12. Funds are not specific to a particular financial year and delays in respect of decisions on the St Clement's Hospital site mean that resources will be carried forward for utilisation in later years as necessary.
MAINSTREAM TOTAL	31.451	6.356	30.723	20%	-0.728	
LOCAL PRIORITIES PROGRAMME						
Council Housebuilding Initiative	3.300	1.183	3.228	36%	-0.072	This project is funded through a mixture of Government grant, Section 106 receipts and Council resources. The scheme is being managed in accordance with the grant conditions in line with agreed delivery target dates. A review of the project has been completed following difficulties that have been encountered on-site. The budget profile has been reviewed and updated in this quarter's capital monitoring cycle.
Blackwall Reach	3.500	0.887	4.300	25%	0.800	The Blackwall Reach project represents a £13 million commitment over several financial years. Latest estimates are that expenditure of £4,100,000 will be incurred in 2011-12, with the remaining leasehold properties being acquired during 2012-13 and 2013-14. Current indications are that the 2011-12 budget may be exceeded, however this profile is flexible, with resources in place to adapt the profiled expenditure as necessary.
LPP TOTAL	6.800	2.070	7.528	30%	0.728	
HRA TOTAL	38.251	8.426	38.251	22.0%	0.000	

	Budget at 30-Sep-11	Spend to 30-Sep-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget		
	£m	£m	£m	%	£m	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
MAINSTREAM PROGRAMME							
Wessex	0.105	0.105	0.105	100%	0.000	Budget adjustment to accommodate slipped retention sum from 10/11	
St Paul's Way	2.500	1.992	2.500	80%	0.000	Based on current programme spend	
Bethnal Green Tech. College	0.430	0.298	0.430	69%	0.000	Based on current programme spend	
Morpeth	6.900	4.342	6.900	63%	0.000	Based on current programme spend	
Oaklands	6.296	2.089	6.296	33%	0.000	Based on current programme spend	
Sir John Cass	7.004	7.004	7.004	100%	0.000		
Ian Mikardo	1.345	1.345	1.345	100%	0.000	Based on projected final account	
Beatrice Tate	0.600	0.023	0.600	4%	0.000	Fees only in 2011/12	Subject to financial contract close
Bowden House	7.096	1.833	7.096	26%	0.000	Based on current programme spend	
PRU Harpley	4.211	3.745	4.211	89%	0.000	Based on current programme spend	
Swanlea	8.654	3.066	8.654	35%	0.000	Based on current programme spend	
Raines	4.482	0.878	4.482	20%	0.000	Based on current programme spend	
Central Foundation	4.804	0.041	4.804	1%	0.000	Based on current programme spend	Subject to financial contract close
Langdon Park	4.261	2.712	4.261	64%	0.000	Based on current programme spend	Subject to financial contract close
Phoenix	2.645	0.074	2.645	3%	0.000	Based on current programme spend	Subject to financial contract close
Stepney Green	5.421	0.107	5.421	2%	0.000	Based on current programme spend	Subject to financial contract close
Bow Boys	2.500	0.007	2.500	0%	0.000	Based on current programme spend	Subject to financial contract close
George Greens	1.100	0.000	1.100	0%	0.000	Based on current programme spend	Subject to financial contract close
ICT infrastructure schemes	6.404	1.754	6.404	27%	0.000	Based on current programme spend	Based on current financial spend model
MAINSTREAM TOTAL	76.758	31.416	76.758	41%	0.000		
LOCAL PRIORITIES PROGRAMME							
Wave 5 BSF	1.100	0.371	1.100	34%	0.000		
LPP TOTAL	1.100	0.371	1.100	34%	0.000		
GRAND TOTAL	77.858	31.787	77.858	41%	0.000		

TOWER HAMLETS: Capital Programme 2011/12 TO 2013/14**BSF PROJECTS - Mainstream**

	Scheme Name	Scheme description	2011/12 Revised Budget	2012/13 Budget	2013/14 Budget	Total Budget 2011/12 to 2013/14
			£m	£m	£m	£m
	Wessex	Wessex	0.105	0.000	0.000	0.105
	St Paul's Way	St Paul's Way	2.500	0.000	0.000	2.500
	Bethnal Green Tech. College	Bethnal Green Tech. College	0.430	0.000	0.000	0.430
	Morpeth	Morpeth	6.900	2.972	0.000	9.872
	Oaklands	Oaklands	6.296	0.000	0.000	6.296
	Sir John Cass	Sir John Cass	7.004	0.000	0.000	7.004
	Ian Mikardo	Ian Mikardo	1.345	0.000	0.000	1.345
	Beatrice Tate	Beatrice Tate	0.600	5.000	3.500	9.100
	Bowden House	Bowden House	7.096	0.200	0.000	7.296
	PRU Harpley	PRU Harpley	4.211	0.000	0.000	4.211
	Swanlea	Swanlea	8.654	3.628	0.000	12.282
	Raines	Raines	4.482	10.774	4.833	20.089
	Central Foundation	Central Foundation	4.804	8.504	5.732	19.040
	Langdon Park	Langdon Park	4.261	5.325	5.554	15.140
	Phoenix	Phoenix	2.645	3.492	1.003	7.140
	Stepney Green	Stepney Green	5.421	10.370	1.186	16.977
	Bow Boys	Bow Boys	2.500	10.000	14.000	26.500
	New School	New School	0.000	0.000	0.000	0.000
	George Greens	George Greens	1.100	4.000	5.000	10.100
	BSF Reprofiting	BSF Reprofiting	0.000	0.000	0.000	0.000
	ICT	Transformation Service	0.000	0.000	0.000	0.000
	ICT	Bethnal Green	0.000	0.000	0.000	0.000
	ICT	Central Foundation	0.000	0.000	0.000	0.000
	ICT	Bid Cost and Design Milestones	0.168	0.064	0.000	0.233
	ICT	Central Services	1.247	1.065	0.986	3.298
	ICT	Bethnal Green TC	0.369	0.085	0.086	0.540
	ICT	St Pauls Way	1.497	0.165	0.170	1.832
	ICT	Raines	0.006	0.005	0.606	0.617
	ICT	Sir John Cass	0.749	0.144	0.148	1.041
	ICT	Morpeth	0.893	0.379	0.148	1.420
	ICT	Oaklands	0.514	0.167	0.096	0.777
	ICT	Ian Mikardo	0.387	0.009	0.007	0.403

	ICT	Cambridge Heath	0.157	0.020	0.021	0.198
	ICT	Central Foundation	0.005	0.006	0.644	0.655
	ICT	Bowden House	0.146	0.094	0.037	0.277
	ICT	Beatrice Tate	0.005	0.218	0.043	0.266
	ICT	Stepney Green	0.007	0.005	0.666	0.678
	ICT	Harpley PRU	0.227	0.033	0.033	0.292
	ICT	Langdon Park	0.006	0.005	0.608	0.619
	ICT	Swanlea	0.007	0.686	0.149	0.843
	ICT	Bow Boys	0.006	0.005	0.466	0.476
	ICT	Phoenix	0.004	0.260	0.041	0.305
	BSF Mainstream Total		76.758	67.677	45.763	190.198
	BSF PROJECTS - LPP					
	Building Schools for the Future Programme.	Wave 5 BSF	1.100	1.100	0.000	2.200
	BSF LPP Total		1.100	1.100	0.000	2.200
	BSF Total		77.858	68.777	45.763	192.398

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One Tower Hamlets						
Priority 1.1: Reduce inequalities						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Deliver the Single Equality Framework	Michael Keating (CE)	31/03/2012	Delayed	75%	The draft SEF has been agreed by the Tower Hamlets Equalities Steering Group and has been considered by Members. The SEF will be finalised by the end of Q3.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
New Single Equality Framework agreed (May 2011)	Michael Keating (CE)	31/05/2011	Delayed	75%	The SEF will now go to Cabinet in February 2012 to demonstrate our compliance with the Public Sector Equality Duty.	
Progress report to Overview and Scrutiny (November 2011)	Michael Keating (CE)	30/11/2011	Delayed	50%	Schedule to be presented to O&S in March 2012.	
Convene Fairness Commission (March 2012)	Michael Keating (CE)	31/03/2012	On Target	50%	A paper was taken to CMT on 28th June 2011 and comments were provided. A revised paper was considered by the Partnership Executive in October 2011. The Commission will be launched in December.	

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Look at how we can better support citizens to build stronger and more cohesive communities through the implementation of the Citizen Engagement Strategy	Michael Keating (CE)	31/03/2012	On Target	50%	The link to localisation is currently being explored as part of the implementation of the strategy. Lead responsibility may transfer to Shazia Hussain (CLC)
Milestone	Lead Officer	Deadline	Status	%	Comments
Development of a model for Citizen Engagement (June 2011)	Michael Keating (CE)	30/06/2011	Delayed	75%	A model has been developed, responding to the Mayor's input. The model will be subject to Cabinet agreement by the end of Q3.
Partnership Workshops - series of workshops to develop a model of engagement with input from a diverse range of stakeholders and to test model with Citizens.	Michael Keating (CE)	31/03/2012	On Target	50%	To be delivered as part of the new model of Citizen Engagement by the end of Q4.
Pilot and roll out of the model through Community Champions project and work with Pan Disability Panel (October 2012)	Michael Keating (CE)	31/10/2012	Delayed	25%	To be delivered as part of the new model of Citizen Engagement by the end of Q4.
Mayoral programme of public engagement e.g. assemblies and local scrutiny meetings across 2009/12	Michael Keating (CE)	31/03/2012	On Target	25%	To be delivered as part of the new model of Citizen Engagement by the end of Q4.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Michael Keating (CE)	31/03/2012	On Target	25%	This activity is linked to the Citizen Engagement Strategy and Single Equality Framework discussions. A Members' training session is scheduled for 22nd November 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Finalise proposals for the development of Overview and Scrutiny under a Mayoral Model	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Locality Forums Project scoped (July 2011) (CLC)	Michael Keating (CE)	31/07/2011	Delayed	75%	A model has been developed, responding to the Mayor's input. The model will be subject to Cabinet agreement by the end of Q3.
Locality Forum Consultation (September 2011) (CLC)	Michael Keating (CE)	30/09/2011	Delayed	50%	Work is underway to finalise the Locality Forum model including consultation with a range of stakeholders. This will be completed by the end of Q3.
Locality Forums established (March 2012) (CLC)	Michael Keating (CE)	31/03/2012	On Target	0%	We are on track to launch the Locality Forum model by end of March 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Review and implement a new Communications Strategy	Takki Sulaiman (CE)	31/03/2012	On Target	75%	The principles of the new Communications Strategy are working well.
Milestone	Lead Officer	Deadline	Status	%	Comments
Produce cross directorate communications action plan (April 2011)	Takki Sulaiman (CE)	30/04/2011	Completed	100%	This is already in implementation with specific actions for each Directorate, and will be regularly updated.
Review East End Life and implement findings (June/July 2011)	Takki Sulaiman (CE)	31/07/2011	Completed	100%	The review has been completed and findings have been implemented.
Contribute to delivering elements of the Citizen Engagement Strategy through soft launch of the Portal in March 2011 and a full launch in June 2011	Takki Sulaiman (CE)	30/06/2011	Completed	100%	500 people signed up to the Portal and work is underway to increase this to 5000. The Portal was also used in relation to the budget decision making process.
Deliver three major and three smaller campaigns by March 2012	Takki Sulaiman (CE)	31/03/2012	On Target	50%	The community cohesion campaign to highlight in borough's position in the face of the threatened EDL march was a success - other campaigns are ongoing. These include: Curry Capital, 2012, Victoria Park, Community Safety and Housing.

One Tower Hamlets						
Priority 1.2: Work efficiently and effectively as One Council						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Implement and monitor the activities across the 6 strands of the Transformation Programme	Aman Dalvi (Chief Executive)	31/03/2012	On Target	50%	As at the end of the second quarter, the transformation programme is on track to deliver the approved savings.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
A disproportionate reduction in the ratio of 'management and back-office staff' to 'frontline staff' in order to protect front-line services through cost reductions of £16.8 million in 2011/12	Aman Dalvi (Chief Executive)	31/03/2012	On Target	50%	The Council has been delivering on the Mayor's aim to delayer management and protect front-line services. Of the staff exits between 2010 to September 2011, 22% were PO6 and above, whilst staff at this level represent 8% of then total workforce. Progress is being monitored by the relevant Transformation Board.	
The development of a corporate approach to fair charging and delivery of the income optimisation programme to realise £3.8m savings in 2011/12	Isobel Cattermole (CSF)	31/03/2012	On Target	50%	Progress is being monitored by the relevant Transformation Board.	
A reduction in the price the Council pays for goods and services to realise savings of £4.2m in 2011/12.	Steve Halsey (CLC)	31/03/2012	On Target	70%	Progress is being monitored by the relevant Transformation Board.	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Accelerate the disposal programme of surplus property to reduce running costs and provide capital receipts for investment	Ann Sutcliffe (D&R)	31/03/2012	On Target	50%		
Activity	Lead Officer	Deadline	Status	%	Comments	
An agreed development plan in place, which will culminate in surrender of the Anchorage House lease by June 2013; this plan will deliver savings of £2.34m from 2013/14	Ann Sutcliffe (D&R)	31/03/2012	On Target	50%	On target to put in place strategy on dilapidations by Dec 2011 allowing notice to be served in September 2012. Thus will culminate in the surrender of the lease by June 2013.	
Sale of general fund properties during 2011/12 to produce £6.3m (gross)	Ann Sutcliffe (D&R)	31/03/2012	On Target	7%	This activity is on target and includes sale of 22-28 Underwood and contract exchange on Woodstock Terrace.	

Sale of housing revenue funding properties during 2011/12 to produce £5m (gross)	Ann Sutcliffe (D&R)	31/03/2012	On Target	45%	9 transactions have been made to date totalling £2.23m, with a further two transactions totalling £1.29m due by year end. This will bring the total for 11/12 to £3.52m (to meet revised target). The target sums for general fund assets are taken from the disposals programme - phase 1. The HRA target previously stated a figure of £5m and these have been revised down to £3.5m based on the targets stated in the current disposals programme. The percentage completed according to the revised target of £3.5m is 64%.
A Great Place to Live					
Priority 2.1: Providing quality affordable housing					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver over 396 new affordable rented and intermediate homes through the partnership with East Thames Housing Association and Bellway Homes (Ocean Estate)	John Coker (D&R)	30/09/2011	Delayed	90%	The fit-out works to the Harford Street Community Centre have been delayed due to design and services issues, however the facility is due to be completed late November.
Milestone	Lead Officer	Deadline	Status	%	Comments
Demolition of Block F and final land transfer	John Coker (D&R)	30/09/2011	Completed	100%	Completed
Commence construction of 396 new affordable rented and intermediate tenure homes	John Coker (D&R)	30/09/2011	Completed	100%	Construction of affordable units has commenced on sites E1 and E2, works on all sites remain on programme to complete within the Council's contracted deadlines.
Provision of new community facility	John Coker (D&R)	30/09/2011	Delayed	95%	The fit-out works to the Harford Street Community Centre have been delayed due to design and services issues, however the facility is due to be completed by late November 2011
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure the successful delivery of the Robin Hood Gardens regeneration programme (Blackwall Reach)	John Coker (D&R)	31/03/2012	Overdue	50%	Further work was necessary on the Environmental Statement following initial consultation with the Greater London Authority and London Thames Gateway Development Corporation requiring a change to the submission date of the planning application. Submission is now scheduled for December 2011. The Phase 1A start on site date is now anticipated to be July 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Obtain outline planning approval	John Coker (D&R)	31/07/2011	Delayed	50%	Initial summer submission target changed due to additional work required following pre application consultation
Detailed planning approval for site 1A	John Coker (D&R)	31/10/2011	Delayed	50%	Detailed application to follow outline submission, and as also being updated following consultation is now scheduled for December 2011.
Start on site phase 1A	John Coker (D&R)	31/01/2012	Overdue	25%	With planning approval now not anticipated till a later date, start on site date also affected which will now be July 2012.
Ongoing decant consultation towards decant of 200+ homes	John Coker (D&R)	31/03/2012	On Target	10%	Ongoing inter-sectional work progressing in liaison with THH & Swan Housing for tenant decants and home owner buy back negotiations.

Activity	Deadline	Status	% Comp	Comments
Increase support activities to housing partners to achieve greater delivery of suitable affordable homes for Tower Hamlets residents, including the provision of family sized homes	31/03/2012	Overdue	60%	The amounts of HCA grant for 2011-15 have not yet been confirmed, so we are unable to discuss details of future development programme with RSLs. Detailed negotiations have taken place with some RSLs to establish acceptable New Affordable Rent levels for scheme which have already been submitted for planning permission. It appears likely that the New Affordable Rent regime will reduce the number of family sized homes which RSLs will produce. Rents will only be affordable to tenants in work and these units will pose a higher risk of voids and arrears to RSL business plans.
Milestone	Deadline	Status	%	Comments
Complete Phase 1 of the LA new build programme	30/09/2012	Delayed	50%	3 houses completed Sep 2011 and now tenanted, a further 4 to be completed before Christmas. 8 maisonettes to be completed end March 2012. 2 units at Wapping Lane have been omitted from the programme due to not being able to complete in time. Contractor has been instructed to accelerate programme
Submit outline planning permission for Malmesbury & Birchfield	30/06/2011	Delayed	80%	A report is to be presented to Members on 26th October to decide on options for both estates. The submissions will need to be rearranged until CMT has considered the report making November submissions unlikely.
Completion of Local Homes Initiative project	31/03/2012	Overdue	60%	Phase 1 (13 properties on 4 sites) are on target for completion in March. Phase 2 properties (9 units on 2 sites) are delayed and may complete in early 2012/13
Activity	Deadline	Status	% Comp	Comments
Sustain the delivery of affordable housing through the planning process in the current economic climate	28/02/2012	Overdue	40%	The procurement of specialist viability consultant support to assist in the delivery of this activity has been delayed but is now on track for completion early in 2012/13. In the meantime necessary viability assessments to sustain the delivery of affordable housing are being undertaken by existing consultants and this service will be maintained until the new arrangements are in place.
Milestone	Deadline	Status	%	Comments
Identify procurement options	31/05/2011	Completed	100%	
Commence procurement process	31/08/2011	Delayed	25%	This task has been delayed as it requires specialist skills which are currently being sourced. It is anticipated that this activity will commence in Jan 2012
Finalise new process	31/12/2011	Overdue	20%	As a result of the above it is not anticipated starting this activity until around May 12. Some preparatory tasks were completed. Note: Existing arrangements continue so viability is still being assessed as required.
Start new arrangements	28/02/2012	Overdue	0%	As a result of the above it is not anticipated starting this activity until around August 12.

A Great Place to Live					
Priority 2.2: Improving and maintaining the quality of housing, including maximising energy efficiency					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with Tower Hamlets Homes to implement and explore additional funding for the Decent Home Plus programme which will improve the quality of all Council housing	John Coker (D&R)	30/09/2011	Completed	100%	Procurement process completed and works commenced on site from 19 Sept 2011
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop programme plan	John Coker (D&R)	31/05/2011	Completed	100%	Programme developed in quarter one
Complete contractor procurement	John Coker (D&R)	31/07/2011	Completed	100%	Wates and Durkan have been appointed to deliver year one (11-12) Decent Homes Backlog works.
Start works programme	John Coker (D&R)	30/09/2011	Completed	100%	Works commenced on site from 19 Sept 11
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Monitor the proportion of households in fuel poverty and implement a strategy of targeted activities to improve their energy efficiency	Alison Thomas (D&R)	31/03/2012	On Target	80%	There are a number of actions underway to help households out of fuel poverty, the Council is also developing a borough wide fuel poverty strategy. We will be able to report progress on performance against last year in the next quarter's update
Milestone	Lead Officer	Deadline	Status	%	Comments
Update the domestic energy efficiency database (UNE) with all completed energy efficiency improvements works	Alison Thomas (D&R)	31/06/2012	Completed	100%	Completed
Identify households on benefits and living in a dwelling of SAP less than 35 (in fuel poverty)	Alison Thomas (D&R)	30/09/2012	On Target	90%	This work is complete and final tweaks being carried out to improve the data.
Provide support to the households in fuel poverty with targeted measures to maximise their income and improve the dwelling SAP rating to 65 or greater	Alison Thomas (D&R)	31/03/2012	On Target	50%	The household energy efficiency guidance is complete and available to residents, the RENEW programme provides energy efficiency measures, advice and an income maximisation service

Activity	Deadline	Status	% Comp	Comments	
Develop and implement a range of measures including supplying information to householders, targeted improvements to private sector stock and the implementation of a local Climate Change Strategy to help reduce carbon emissions and fuel poverty.	31/03/2012	On Target	75%	Energy efficiency guidance for households completed, Climate Change Strategy completed and going through the approval process, Climate Change Conference planned for January 2012, Sub-regional domestic energy efficiency RENEW underway in Bow West, a further £240k secured for ODA Retrofit RENEW for Bethnal Green North and South Wards, £156k secured for energy efficiency works to Treves and Lister estate, a further energy efficiency programme valued up to £6.4m externally sourced to supplement decent homes programme, and potentially a further £4m could be sourced externally for improving communal heating systems.	
Milestone	Lead Officer	Status	%	Comments	
Publicly launch the Climate Change Strategy to highlight the issues of Climate Change in the borough	Alison Thomas (D&R)	30/09/2011	Delayed	75%	There has been some significant recent changes to Energy and Climate Change policies at National and Regional level, the draft completed Climate Change Strategy had to be revised in line with the new changes, the strategy is now going through the approval process. We have postponed the Climate Change conference to January 2012.
Develop a domestic energy and water efficiency guidance and make available to the residents	Alison Thomas (D&R)	31/12/2011	Completed	100%	We have developed a domestic energy efficiency and water guidance booklet, this is available to residents through Idea Stores and PDF version available on the Council's website
Assess all major development planning applications to ensure carbon reduction is maximised and all new housing seeks to achieve Code Level 4	Alison Thomas (D&R)	31/03/2012	On Target	50%	This Council is continuing to require high standards of sustainability and energy efficiency in all developments, the majority of developments are achieving Code Level 4.
A Great Place to Live					
Priority 2.3: Improving the public realm					
Activity	Deadline	Status	% Comp	Comments	
Seek additional funding to increase investment in recycling infrastructure	31/05/2011	Completed	100%	Completed	
Milestone	Lead Officer	Status	%	Comments	
London Waste and Recycling Board Bid - develop project if successful	Jamie Blake (CLC)	31/05/2011	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Review and refresh the Open Space Strategy to inform the LDF	Heather Bonfield (CLC)	30/09/2011	Delayed	75%	The review has been rescheduled due to pressures in the democratic approval agenda. The report will be now be presented to Cabinet in December 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Collect evidence base	Heather Bonfield (CLC)	30/06/2011	Completed	100%	Completed
Open Space Strategy review completed	Heather Bonfield (CLC)	30/09/2011	Delayed	95%	See above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop strategy and plans for key parks within the borough with a focus on improving accessibility for all	Heather Bonfield (CLC)	31/12/2011	On Target	65%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Completion of the landscape development plan for Bartlett Park	Heather Bonfield (CLC)	30/09/2011	Delayed	55%	Detailed highways design work and junction modelling required to determine feasibility of overall master plan ambitions. Milestone expected to complete in December 2011.
Implementation complete for the Victoria Park project	Heather Bonfield (CLC)	31/12/2011	On Target	75%	
A Great Place to Live					
Priority 2.4: Improving local transport links and connectivity					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Produce a revised version of the Sustainable Transport Strategy for Tower Hamlets (2011/13)	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Draft Sustainable Transport Strategy stakeholder engagement	Owen Whalley (D&R)	30/04/2011	Completed	100%	Completed
Finalisation of the draft Sustainable Transport Strategy	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop and deliver the Transport for London borough-wide Cycle Hire Scheme providing increased support and access to cycling for all.	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	On Target	40%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Technical drawing complete	Owen Whalley & Jamie Blake (CLC & D&R)	31/05/2011	Completed	100%	Completed
Planning application process completed	Owen Whalley & Jamie Blake (CLC & D&R)	31/11/2011	On Target	70%	
Substantial completion of works on site	Owen Whalley & Jamie Blake (CLC & D&R)	28/02/2012	On Target	50%	
Launch	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	On Target	50%	
Deliver phase one Legible London scheme	Owen Whalley & Jamie Blake (CLC & D&R)	31/03/2012	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new borough walking plan (2011-21)	Owen Whalley (D&R)	31/03/2012	On Target	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Draft walking plan stakeholder engagement	Owen Whalley (D&R)	31/05/2011	Completed	100%	
Finalisation of the draft walking plan for Tower Hamlets	Owen Whalley (D&R)	31/07/2011	Completed	100%	
Deliver phase one Legible London scheme	Owen Whalley (D&R)	31/03/2012	On Target	50%	

A Great Place to Live						
Priority 2.5: Providing effective local services and facilities						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Develop and deliver more integrated service delivery	Shazia Hussain (CLC)	31/08/2011	Delayed	90%	The benchmarking and data gathering exercise for this has been far more complicated than expected. This activity is expected to be completed in December 2011.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Completion of the first Local Service integration team at the Toby Club with Police relocation to the Hub	Shazia Hussain (CLC)	31/05/2011	Completed	100%	Police teams have moved into the Toby Club	
Draft prototype Locality Action Plan for LAPs 1 & 2	Shazia Hussain (CLC)	30/09/2011	Completed	100%	Outline criteria for the locality plan is being established with CE's Directorate.	
Full evaluation of business efficiencies and increased deployment savings	Shazia Hussain (CLC)	31/08/2011	Delayed	70%	The benchmarking and data gathering exercise for this has been far more complicated than expected. This activity is expected to be completed in December 2011.	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Better use our front line data, and our partners' data to respond more quickly and more appropriately to local issues.	Robin Beattie (CLC)	31/07/2011	Delayed	80%	This activity has been delayed to realign with the wider ICT developments. This activity is expected to be completed in December 2011.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Corporate data warehouse option review completed	Robin Beattie (CLC)	31/04/2011	Completed	100%	Completed	
Procurement and implementation timetable agreed	Robin Beattie (CLC)	30/04/2011	Completed	100%	Completed	
Data Hub solution for ASB / Environment completed	Robin Beattie (CLC)	31/07/2011	Delayed	40%	The timetable has been realigned in order to fit in with wider ICT developments.	

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop better ways to work with our partners and residents	Shazia Hussain (CLC)	31/03/2012	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a tool kit based on the pilot learning from the Neighbourhood Agreement on the boundary Estate for joining up communities with front line services	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Establish criteria and roll out for future NA area by Localisation Board	Shazia Hussain (CLC)	31/05/2011	Completed	100%	Completed
Complete a review of Joint Tasking operations	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed
Agree locality project team for NA on Boundary Estate through the Localisation Board	Shazia Hussain (CLC)	31/08/2011	Completed	100%	Completed
Lifelong Learning Service Learner Forums to develop work with residents and work with College, Third Sector and Community organisations re: leading opportunities for adults 2011/12 academic year (one round of meetings per term)	Shazia Hussain (CLC)	31/03/2012		0%	These milestones are no longer relevant. The Healthy Borough Programme was grant funded, with the programme ending in April 2011. The forum structure was not fit for purpose and is therefore currently being reviewed and restructured. Whilst work continues with key partners, these specific forums are no longer a suitable measure for that work.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Improve access to leisure facilities	Heather Bonfield (CLC)	31/03/2012	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Review and strengthen the existing contract performance framework to include the provision of access data for under represented groups	Heather Bonfield (CLC)	31/03/2012	On Target	50%	Review of contract commissioned and draft report submitted.
Inform leisure requirement of Poplar Bath redevelopment	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Consultation with Planning around the 'fit for purpose' requirements for this leisure facility. Poplar Baths report submitted to Cabinet 06/07/2011.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Delivery phase 2 of improvements to the Tower Hamlets Local History Library and Archive	Heather Bonfield (CLC)	31/07/2012	Overdue	30%	This activity spans this and next financial year: phase 2 consists of major roof works and provision of a new lift. The scheme has been prepared but awaits planning approval and listed building consent which will delay its start on site; the revised completion date is March 2013. The next stage of the refurbishment is to submit a bid for Stage 1 Heritage Lottery Funding in order to develop a bid for Stage 2 funding. Once the Stage 1 funding has been received development of the full bid normally takes at least a year whilst the works and sources of match funding are developed and consultation takes place. The revised deadline for the full bid to be submitted is July 2013.
Milestone	Lead Officer	Deadline	Status	%	Comments
Tender and procurement of phase 2 building works	Heather Bonfield (CLC)	31/04/2011	Delayed	60%	As above. This milestone is due to complete by June 2012
Submit Heritage Lottery Fund stage one application	Heather Bonfield (CLC)	31/04/2011	Delayed	50%	As above. This milestone is due to complete by March 2012
Complete phase 2 building works	Heather Bonfield (CLC)	31/12/2011	Overdue	0%	As above. This milestone is due to complete by March 2013
Submit Heritage Lottery Fund stage two application	Heather Bonfield (CLC)	31/07/2012	Overdue	0%	As above. This milestone is due to complete by July 2013
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Local History and Archives (Heritage) Strategy	Heather Bonfield (CLC)	30/04/2012	Delayed	0%	This project needs to be aligned with the revised timeline of the application for HLF for major improvements to the Tower Hamlets Local History Library and Archive (Bancroft Road) and will therefore take place post 31.03.12
Milestone	Lead Officer	Deadline	Status	%	Comments
Complete construction of building	Heather Bonfield (CLC)	30/04/2011	Delayed	0%	See above
Building open to public	Heather Bonfield (CLC)	31/05/2011	Delayed	0%	See above
Complete consultation with wide audience of stakeholders and non-users	Heather Bonfield (CLC)	31/12/2011	Delayed	0%	See above
Present findings of consultation	Heather Bonfield (CLC)	31/03/2012	Delayed	0%	See above
Present strategy to Cabinet for adoption	Heather Bonfield (CLC)	30/04/2012	Delayed	0%	See above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver the Idea Store Watney Market and One Stop Shop	Heather Bonfield (CLC)	31/05/2012	Delayed	30%	The project is delayed due to the re-location of utilities under the construction area. The construction commenced in October 2011 and is expected to complete in October 2012. This will not affect lottery funding.
Milestone	Lead Officer	Deadline	Status	%	Comments

Complete pre-construction works on site	Heather Bonfield (CLC)	31/05/2011	Completed	100%	Completed
Complete construction of building	Heather Bonfield (CLC)	30/04/2012	Delayed	30%	Construction commenced on October 2011 and is expected to complete in October 2012.
Building open to public	Heather Bonfield (CLC)	31/05/2012	Delayed	0%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Manage the provision of additional schools buildings to meet the projected pupil increase	Ann Sutcliffe (D&R)	31/12/2011	On Target	80%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Identify options for delivering up to 2 new sites for educational use	Ann Sutcliffe (D&R)	30/04/2011	Completed	100%	Completed
Achieve contract closure on 1 new school	Ann Sutcliffe (D&R)	31/12/2011	On Target	60%	Planning application for Bow School at Bow Lock was received 6 Oct 2011. There remains risk on securing planning consent from Thames Gateway by 6 Dec 2011 but looking to achieve by January 2012. Planning application for Beatrice Tate School submitted on 1st Aug. Stage 2 final Tender from LEP for new build of Beatrice Tate School at Southern Grove was received on 11 Oct and currently on track
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop the Council's approved Conservation Strategy to effectively manage the borough's heritage through the Conservation Strategy Delivery Plan	Owen Whalley (D&R)	31/03/2012	On Target	50%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Complete and maintain a Heritage at Risk register and work with register to remove heritage buildings from risk	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed
Develop and maintain an integrated accessible electronic database of heritage information for the Borough	Owen Whalley (D&R)	31/03/2012	Completed	100%	Completed
Develop and implement an updated database of locally important buildings	Owen Whalley (D&R)	30/09/2011	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop three development planning documents (DPD) to formal consultation stage, to help manage and promote the provision of affordable housing	Owen Whalley (D&R)	30/03/2012	On Target	80%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Initial consultation on options for the DPDs/AAP	Owen Whalley (D&R)	30/06/2011	Completed	100%	Completed

Formal consultation on draft DPDs / AAP	Owen Whalley (D&R)	31/01/2012	On Target	90%	
Submission of DPDs / AAP to Secretary of State ahead of independent examination	Owen Whalley (D&R)	31/03/2012	On Target	50%	
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Ensure safe and secure Olympic and Paralympics Games for all communities and improve local employment rates	Robin Beattie (CLC)	31/03/2012	On Target	80%	
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Development of the Olympic Strategic Plan	Robin Beattie (CLC)	31/03/2012	On Target	80%	
A Prosperous Community					
Priority 2.1: Supporting more people into work					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Deliver a coordinated approach to maximise mainstream provision	Nick Smales (D&R)	30/06/2011	Delayed	90%	Co-ordination is a key objective in the newly adopted Employment strategy. This is now being implemented - the success of this activity relates to the Employment Strategy which has been adopted and is being implemented.
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Launch new Employment & Enterprise Strategies which include Work Programme contractor partnership agreement	Nick Smales (D&R)	30/06/2011	Delayed	90%	Employment Strategy adopted at Cabinet in May and released, official launch date pending to align with project launches. Draft Enterprise Strategy developed.
Agree annual action plans for employment task delivery	Nick Smales (D&R)	30/06/2011	Completed	100%	Completed
Design and implement a 'strategy sign up' process for all proposed delivery organisations or potential organisations	Nick Smales (D&R)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a commissioning plan to support our strategy for reducing child poverty	Layla Richards (CSF)	31/03/2012	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Commissioning plans in place for five strands	Layla Richards (CSF)	30/06/2011	Completed	100%	Existing action plans have been identified for each commissioning intention.
Keep welfare reform and other national and local changes under review to inform our child poverty work	Layla Richards (CSF)	30/09/2011	On target	50%	Work is ongoing, being led by the Corporate Research Team.
Review progress against strategy	Layla Richards (CSF)	31/03/2012	On Target	0%	To be undertaken in March 2012.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Raise post-16 attainment through high-quality post-16 provision	Anne Canning (CSF)	31/03/2012	On Target	50%	Work is ongoing to improve post-16 attainment, as per the milestones below, but this year's results for post-16 are still not improving at the rate they should be.
Milestone	Lead Officer	Deadline	Status	%	Comments
Embed quality assurance process across post-16 provision through review of standards and agreed action plans	Anne Canning (CSF)	31/10/2011	Completed	100%	Performance reports and improvements plans are in place for post-16 providers.
Ensure that the East Collaborative planning is robust and will deliver high quality provision through regular meetings with head teachers	Anne Canning (CSF)	31/12/2011	On Target	50%	Establishing post-16 provision through the East Collaborative was agreed at Cabinet in August 2011, following statutory consultation process. Regular meetings with head teachers have been held throughout the process with the provision to be open in September 2012.
Develop and monitor apprenticeship opportunities (particularly through work with LOCOG) and plan for clear progression routes from education	Anne Canning (CSF)	31/03/2012	On Target	75%	Development of apprenticeship opportunities is progressing and will be overseen by a new Apprenticeship Task Group.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Commission targeted transition support for young people at risk of not being in education, employment or training after Yr11	Mary Durkin (CSF)	31/03/2012	Completed	100%	Targeted transitional support is offered to young people at risk of not being in education, employment and training; this includes a CAF assessment followed with an individual learning plan for every young person, which is reviewed on a regular basis. The 1:1 support also includes mentoring, coaching and cognitive behaviour therapy to get young people to reflect on their behaviour and identify positive methods to deal with issues of concern.
Milestone	Lead Officer	Deadline	Status	%	Comments
Support schools working together to provide appropriate curriculum provision at KS4 (1:1 tuition, work-based learning, vocational learning)	Mary Durkin (CSF)	31/08/2011	Completed	100%	Youth & Connexions Services work with schools to provide work based learning opportunities, group careers support, job brokerage and direct support through Connexions Centres. The service is awaiting the finalisation of national policy which may change the careers services available to young people.
Support new roles of Transition Workers to ensure that they have necessary skills / knowledge to engage young people with learning	Mary Durkin (CSF)	31/03/2012	Completed	100%	Transition Workers have, and continues to receive training and support to ensure they have the necessary skills to engage young people with learning.
Updated CEIAG contract to provide targeted support	Mary Durkin (CSF)	31/03/2012	On Target	50	The Connexions Service continue to work with schools and youth providers to offer targeted support to young people. The CEIAG contract will be updated by March 2012 to reflect this arrangement.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Support 600 resident starts on the LDA funded Employment and Skills programme	Nick Smales (D&R)	31/12/2011	On Target	18%	On going delivery
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Implement Skillsmatch delivery service to achieve quarterly profile	Nick Smales (D&R)	30/06/2011	Completed	100%	Completed
Identify impacts of work programme on client referral rates and report to Employment Strategy steering group	Nick Smales (D&R)	31/12/2011	On Target	0%	Work Programme began on 13th July 2011, awaiting early referral findings. In discussion with JCP on early volumes.
A Prosperous Community					
Priority 3.2: Supporting residents through national welfare reform					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Promote the value of work with the Employment Task Group and Work Programme contractor	Nick Smales (D&R)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Q2 Status	%	Q2 Comments
Agree communications plan for employment strategy with the Employment Strategy steering group	Nick Smales (D&R)	30/06/2011	Completed	100%	Completed
Implement elements of marketing and communications plan alongside Work Programme provider marketing	Nick Smales (D&R)	30/09/2011	Completed	100%	The Work Programme has commenced delivery and a review group via the Host Borough structure is meeting with Work Programme Providers for the first time in October 2011
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Commission research on women and worklessness to enable us to develop solutions to the barriers that different women face in entering work	Nick Smales & Frances Jones (D&R & CE)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Utilise key channels such as the Prosperous CPDG and Employment Task Group to disseminate and begin to build on the findings of the research on economic inactivity amongst Bangladeshi and Somali women across the organisation, key partners and stakeholders.	Nick Smales & Frances Jones (D&R & CE)	30/06/2011	Completed	100%	The research findings were disseminated to a variety of services and bodies and is currently informing the development of the Children & Young People Plan and the delivery of the Employment Strategy.
Design appropriate interventions for economically inactive Bangladeshi and Somali women based on the understanding of behaviour and motivation in regards to economic inactivity	Nick Smales & Frances Jones (D&R & CE)	31/01/2012	Completed	100%	Interventions have been commissioned and due to begin in January 2012.
Prepare a programme of interventions for implementation	Nick Smales & Frances Jones (D&R & CE)	30/09/2011	Completed	100%	Interventions have been commissioned and due to begin in January 2012.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop and implement a joint programme of activity to deliver 100 jobs through LBTH / employer relationships	Nick Smales (D&R)	30/09/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments
Design vacancy handling programme with Employment Strategy partners, businesses and business networks	Nick Smales (D&R)	30/06/2011	Completed	100%	Completed
Commission a vacancy referral agreement with the business sector for a minimum of 100 jobs	Nick Smales (D&R)	30/09/2011	Completed	100%	New employer relations are now coming on stream including JP Morgan and City Airport
A Prosperous Community					
Priority 3.3: Improving educational aspiration and attainment					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Build and maintain effective relationships with all education providers in the borough to ensure high standards for all children and young people	Anne Canning (CSF)	31/01/2012	On Target	75%	Meetings and relationship-building between the local authority and new free schools are ongoing, and we are also working with schools converting to academy status.
Milestone	Lead Officer	Deadline	Status	%	Comments
Establish network groups (eg PLT, PLLA, H06), between schools to share best practice	Anne Canning (CSF)	30/09/2011	Completed	100%	Network groups eg HO6 established and running as planned. Others eg PLLA completed and outcomes published by DfE.
Establish partnership protocols and procedures between LA, schools and other providers	Anne Canning (CSF)	31/01/2012	On Target	75%	This is on track with a report due to go to Cabinet in December 2011.
Continue to monitor progress of vulnerable groups and satisfactory schools / settings	Anne Canning (CSF)	31/01/2012	On Target	75%	Attainment of vulnerable groups continues to be monitored through DMT performance indicators.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Commission support and challenge where there is identified need through school self-evaluation or Ofstead findings	Anne Canning (CSF)	31/03/2012	On Target	50%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Identify need for support and agree priority areas and work with schools to broker / commission support	Anne Canning (CSF)	30/04/2011	Completed	100%	Completed
Establish who are key providers and support networks	Anne Canning (CSF)	31/12/2011	On Target	50%	A report will now go to Cabinet in January 2012.

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Consolidate the offer of positive activities available outside schools hours, retaining those with most impact and increasing coordination between providers.	Mary Durkin (CSF)	31/03/2012	On Target	75%	This is a key priority of the Make a Positive Contribution (MPC) Commissioning and Delivery Group, and their Commissioning & Delivery Plan (C&D Plan). The C&D Plan outlines activities to ensure the progress of this priority - all of the identified activity is progressing well.
Milestone	Lead Officer	Deadline	Status	%	Comments
Positive activities to be finalised for annual programme	Mary Durkin (CSF)	31/05/2011	Completed	100%	A brochure outlining PAYP activities for each holiday period has been developed and distributed to schools and other referral sources.
Use integrated data system to increase coordination between providers	Mary Durkin (CSF)	31/03/2012	Completed	100%	All providers are trained to use the IYSS MIS database to capture information on Positive Activities
Embed learning from Safe Place to Be programme ensuring school and community based after school provision is well coordinated and accessible to vulnerable young people	Mary Durkin (CSF)	31/03/2011	On Target	75%	The MPC Commissioning and Delivery plan continue to work on this, and have identified it as an area of action.
Sustain the number of play opportunities delivered outside of school hours, in schools and community play spaces	Mary Durkin (CSF)	31/03/2012	Completed	100%	A quality play offer is delivered through the school's childcare provision at 9 sites.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Increase targeted provision from early years settings and respond to the Frank Field and Graham Allen Reviews	Anne Canning (CSF)	31/03/2012	On Target	75%	Children's centres restructure increased targeted support for families. Work is underway to respond to Frank Field and Graham Allen reviews. All this is also supported by the tools and guidance provided to practitioners through the Family Wellbeing Model.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop a clearer protocol for identifying and working with borderline cases, using the model of assertive family outreach engaging both the child and the wider family	Anne Canning (CSF)	31/12/2011	Completed	100%	The Family Wellbeing Model provides this protocol and guidance for practitioners working with borderline cases.
Use local data and get a better understanding of the most vulnerable families' needs and develop appropriate support packages	Anne Canning (CSF)	31/12/2011	On Target	50%	This is planned as part of the impact assessment of the children's centres restructure to take place in December 2011.
Provide training and guidance for children's workforce in Early Years to ensure a focus on children's social and emotional development and early communication	Anne Canning (CSF)	31/03/2012	On Target	50%	Ongoing programme of training is underway for this financial year.
Track impact of developments by creating a project steering team from the children's workforce, across all agencies	Anne Canning (CSF)	31/01/2012	On Target	75%	A project Steering Group has been set up for the Two Year Trials. There is also a steering group for children's workforce development in the early years. Targeted provision from children's centres is also being monitored by the Family Wellbeing Model Steering Group and the Enjoy and Achieve/ Achieve Economic Wellbeing Commissioning and Delivery Group.

A Prosperous Community						
Priority 3.4: Fostering enterprise and entrepreneurship						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Improve coordination of advice services from the Enterprise Task group members and external agencies to support successful entrepreneurial activity	Nick Smales (D&R)	31/03/2012	On Target	5%	This is subject to the adoption of the Enterprise Strategy and current discussions around the Mayor's Employment Board	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments	
Complete and maintain a source document of relevant enterprise support agencies and current initiatives	Nick Smales (D&R)	30/06/2011	Completed	100%	Completed	
Report to THP on improvement of cooperation	Nick Smales (D&R)	31/12/2011	On Target	5%	This is subject to the adoption of the Enterprise Strategy and current discussions around the Mayor's Employment Board	
Draft protocols for improved coordination for consideration by enterprise support agencies	Nick Smales (D&R)	31/03/2012	On Target	5%	This is subject to the adoption of the Enterprise Strategy and current discussions around the Mayor's Employment Board	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Support growth sectors in the context of Tower Hamlets as a central London economy	Nick Smales (D&R)	31/03/2012	On Target	85%	This activity is dependent on the adoption of the Enterprise Strategy	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments	
Identify growth sectors which are to be the subject of support initiatives under the Enterprise Strategy, and report to Enterprise Task Group	Nick Smales (D&R)	30/09/2011	Delayed	95%	Enterprise Strategy was scheduled for 7th September Cabinet and is awaiting Mayoral approval before proceeding.	
Create development plan for one of the identified growth sectors	Nick Smales (D&R)	31/12/2011	On Target	80%	As above	
Hold at least one event for local business in the growth sector that is the subject of the development plan	Nick Smales (D&R)	31/03/2012	On Target	80%	This activity is subject to any revisions to the Enterprise Strategy prior to Mayoral approval.	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Define boundaries for all of the Borough's town centres to support town centre investment activities	Owen Whalley (D&R)	28/02/2012	Completed	100%	Completed	
Milestone	Lead Officer	Deadline	Q2 Status	%	Comments	
Define scope of the study area in accordance with recommendations of the Core Strategy / LDF	Owen Whalley (D&R)	31/07/2011	Completed	100%	Completed	
Commence boundary assessment work	Owen Whalley (D&R)	31/08/2011	Completed	100%	Completed	
Complete and confirm boundaries of the Borough's town centres	Owen Whalley (D&R)	28/02/2012	Completed	100%	Completed	

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Embed procurement policies and procedures which support local businesses, with a focus on SMEs and BMEs	Richard Parsons (Resources)	31/03/2012	On Target	50%	The Council's procurement policies have been reviewed to ring fence low value contracts (under £25,000 for goods/services and up to £125k for works) to local businesses. Close partnerships working with East London Business Place and CometeFor has enabled closer engagement with local SMEs which has resulted in a total spend of £46.5m from April 2011 to September 2011. Extensive work has also been undertaken to support local suppliers and the local community either directly where possible or through the Supply Chain. Close working with our existing suppliers and close monitoring of re-tendering contracts have resulted in suppliers taking on approximately 27-30 apprentices. Emphasis on engaging local suppliers in accordance with procurement policies is being monitored by Corporate Procurement through the council's governance processes (mini-tollgates) as well as active management by the Category Managers.
Milestone	Lead Officer	Deadline	Status	%	Comments
Local business opportunities mapped	Richard Parsons (Resources)	30/06/2011	On Target	50%	The deadline for this milestone has been changed to 31/3/12. The Procurement team have a working database which records current local businesses and spend. This is supported by procurement clinics which are coordinated for internal officers to continually identify further local suppliers to engage with. This is an ongoing activity and progress will be reported in the Annual Report. A Procurement Advice Centre e-mail address was launched and made available to external suppliers/providers, who require advice on general procurement issues, or just wish to send details about their products and services. Over the past year the Procurement Service have held a number of Breakfast Focus Groups in partnership with East London Business Place and CometeFor to support local suppliers in applying for Olympic related procurement opportunities as well as opportunities with the Council. A total of 268 delegates from local businesses attended these events. A number of training days were held for local suppliers which covered understanding the pre-qualification process and writing tenders. A total of 45 suppliers attended these sessions and the feedback received was positive. An annual local supplier event was recently held where 118 local suppliers attended. An annual report will be finalised setting out progress and achievements for 2011/12.
Annual report on progress	Richard Parsons (Resources)	31/03/2012	On Target	50%	
A Safe and Cohesive Community					
Priority 4.1: Focusing on crime and anti-social behaviour					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop cross cutting violence against women and girls strategy	Andy Bamber (CLC)	30/11/2011	Delayed	10%	The Strategy has been drafted, however it has been identified that further mapping and consultation is required. The Strategy is due to be completed by December 2011.

Milestone	Lead Officer	Deadline	Status	%	Comments
Complete consultation and mapping report	Andy Bamber (CLC)	30/04/2011	Delayed	10%	As above
Complete draft strategy	Andy Bamber (CLC)	30/04/2011	Delayed	10%	As above
Draft strategy taken through internal and partnership forums for consultation and sign off /	Andy Bamber (CLC)	30/09/2011	Delayed	10%	Due to the delay in writing this Strategy, sign off is expected in April 2012.
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Produce borough drug strategy	Andy Bamber (CLC)	30/04/2011	Delayed	90%	The Drug Strategy has been written and consultation has been completed. The Strategy has been approved by the DAAT Board as well as at CSF and CLC DMTs, and sign off has been given by the Police, NHS and London Fire Brigade. The Strategy will be presented to Cabinet on 7th December 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Publish strategy	Andy Bamber (CLC)	31/07/2011	Delayed	0%	The Strategy will be published after sign off at Cabinet, December 2011.
Create partnership drug tasking service	Andy Bamber (CLC)	31/05/2011	Completed	100%	Completed
Purchase police officers with section 92 agreement (MCA)	Andy Bamber (CLC)	30/09/2011	Completed	100%	Completed
A Safe and Cohesive Community					
Priority 4.2: Reducing re-offending					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop and implement an Integrated offender Management process and procedure, including dedicated Governance and resources	Andy Bamber (CLC)	30/09/2011	Delayed	0%	The Police are leading the integrated offender management initiative in the borough. There is an ongoing delay on all IOM activities which is due to an internal police review and restructuring of strategic and operational priorities. Recent developments suggest that the IOM initiative will be progressed imminently.
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up board	Andy Bamber (CLC)	30/04/2011	Delayed	0%	As above
Implementation Plan in place	Andy Bamber (CLC)	30/06/2011	Delayed	0%	As above
Work programme agreed	Andy Bamber (CLC)	30/09/2011	Delayed	0%	As above

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Youth Justice Plan and Supporting People Strategy around supporting people coming out of custody	Mary Durkin (CSF)	31/07/2011	Delayed	75%	The Supporting People Strategy 2011-16 was finalised in May 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Re-draft custodial education information transfer	Mary Durkin (CSF)	31/05/2011	Completed	100%	The custodial education transfer has been refreshed.
Conduct a post-custody accommodation audit	Mary Durkin (CSF)	31/07/2011	Delayed	95%	Pending amendments to the SLA between the YOT & Housing Options, Housing Officer will assess young offenders at risk of homelessness prior to discharge. In March 2011 the YOT signed the London Youth Resettlement
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Mainstream triage work with young first time offenders to maintain the current low levels of entrants into youth justice system	Mary Durkin (CSF)	30/04/2011		0%	Due to funding restrictions, mainstreaming of triage work with young offenders will not take place. Where possible the YOT will use existing resources/services to maintain/lower entry into the youth justice system
Milestone	Lead Officer	Deadline	Status	%	Comments
Re-prioritise within the base budget to secure this work	Mary Durkin (CSF)	30/04/2011		0%	As above
Work with the police and community safety to find alternative funding for the After School Patrols	Mary Durkin (CSF)	30/04/2011		0%	After School Patrols ended in March 2011, not alternative funding has been identified to re-start the service.
A Safe and Cohesive Community					
Priority 4.3: Reducing fear of crime					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement the year 1 Community Safety Plan	Andy Bamber (CLC)	30/06/2011	Completed	100%	Completed
Milestone	Lead Officer	Deadline	Status	%	Comments
Set up working group	Andy Bamber (CLC)	30/04/2011	Completed	100%	Completed
Deliver work plan	Andy Bamber (CLC)	30/06/2011	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new 3 year Crime Reduction Strategy and Action Plan and 1 year plan to operate from April 2012	Andy Bamber (CLC)	30/04/2012	On Target	60%	Consultation with smaller senior partners has already taken place however formal consultation will commence 31st October and is expected to be complete by the end of December 2011.
Milestone	Lead Officer	Deadline	Status	%	Comments
Leadership development and pre-draft consultation activities completed	Andy Bamber (CLC)	30/09/2011	Delayed	20%	See above
Strategy review completed	Andy Bamber (CLC)	30/11/2011	Completed	100%	Completed
Draft CRS completed	Andy Bamber (CLC)	31/12/2011	On Target	70%	
CRS and Annual Plan approved	Andy Bamber (CLC)	31/04/2012	On Target	50%	
A Safe and Cohesive Community					
Priority 4.4: Fostering greater community cohesion					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Community Cohesion Framework, which will provide a clearer strategy for our high level commitment to turn cohesion into policy and practice	Michael Keating (CE)	31/03/2012	On Target	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Launch the Community Cohesion Framework (May 2011)	Michael Keating (CE)	31/05/2011	Delayed	75%	The Framework has been finalised and is informing the work of the next phase of the Neighbourhood Agreements project. Due for agreement by the Safe & Cohesive CPDG by the end of Q3.
Report on implementation to Partnership Executive (March 2012)	Michael Keating (CE)	31/03/2012	On Target	25%	See above
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Refresh the Council's community leadership role to build on the Council's vibrant local democracy	Shazia Hussain (CLC)	31/03/2012	On Target	80%	Proposals for a new local structure has been taken to Members and these are now being considered.
Milestone	Lead Officer	Deadline	Status	%	Comments
Neighbourhood Agreement agreed between residents and service providers (April 2011) and rolled out with a 1 year performance framework established	Shazia Hussain (CLC)	31/03/2012	On Target	70%	An Evaluation Toolkit has been agreed by the Localisation Board and the Neighbourhood Agreement for the Boundary Estate is nearing completion and final sign off.
Outline for Community Champions programme for CLC services scoped	Shazia Hussain (CLC)	31/07/2011	Completed	100%	Completed

Activity	Lead Officer	Deadline	Status	% Comp	Comments
Achieve a sustainable future for the Mela	Heather Bonfield (CLC)	31/12/2011	On Target	75%	
Milestone	Lead Officer	Deadline	Status	%	Comments
Determine Mela delivery options for 2012 onwards	Heather Bonfield (CLC)	30/09/2011	Completed	100%	Completed
Development of the cultural programme, as part of the live site offer, taking account of equalities strands	Heather Bonfield (CLC)	31/12/2011	On Target	70%	
A Safe and Cohesive Community					
Priority 4.5: Tackling violent extremism					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Build on what we have learnt about the risk of violent extremism in Tower Hamlets and what works in reducing vulnerability of individuals and increasing community resilience	Michael Keating (CE)	31/05/2011	Completed	100%	Evaluation of our local work demonstrated how the strength of our partnership and engagement with the local community helped to deliver our Prevent Strategy.
Milestone	Lead Officer	Deadline	Status	%	Comments
Report on outcome of PVE peer evaluation to Safe and Cohesive Community Plan Delivery Group	Michael Keating (CE)	31/05/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Consider the changing national policy and reflect on how to position our own local approach in this context	Michael Keating (CE)	30/06/2011	Completed	100%	We shall use the evaluation of our work 2007/11 to articulate our local response to the new national agenda.
Milestone	Lead Officer	Deadline	Status	%	Comments
Hold a series of community events to explore our local approach to PVE	Michael Keating (CE)	30/06/2011	Completed	100%	Completed
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Consider how work to prevent violent extremism can best be delivered in the context of the drive towards greater efficiency and leaner more flexible service delivery	Michael Keating (CE)	31/05/2011	Delayed	75%	The National Strategy was delayed and details of funding for local authorities were only confirmed in July. Discussions are currently underway with the Home Office about local proposals. The Council's PVE Programme Manager started on 31st October. The evaluation of progress will now be undertaken by 31st March 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Refreshed PVE action plan to be agreed by Cabinet (May 2011)	Michael Keating (CE)	31/05/2011	Delayed	75%	As above

A Healthy and Supportive Community						
Priority 5.1: Preventing people from dying prematurely						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Prepare for the transition of public health responsibilities to the Local Authority	Deborah Cohen (AHWB)	31/03/2012	On target	75	Work has been progressing to prepare for the Public Health Transition through a Public Health Transition team with membership of health and social care.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Produce an initial transition plan	Deborah Cohen (AHWB)	30/06/2011	Completed	100	An initial plan has been developed but implementation will not proceed until the national guidance on the Public Health transfer is launched. The national deadline for Public Health transfer is April 2013.	
Agree terms of reference and membership for the Tower Hamlets Health & Wellbeing Board	Deborah Cohen (AHWB)	30/12/2011	On target	75	The Terms of Reference were approved at the first Shadow Health and Wellbeing Board on the 19th October 2011.	
Shadow Health and Wellbeing Board in place	Deborah Cohen (AHWB)	31/03/2012	On target	75	The first meeting of the Shadow Health and Wellbeing Board is scheduled for 19th October 2011.	
Develop approach to, and priorities for, Public Health Commissioning for 2012/13	Deborah Cohen (AHWB)	31/03/2012	On target	25	The Health and Wellbeing Board will decide the commissioning priorities based on the JSNA and Health and Wellbeing Strategy, its first meeting is on 19th October 2011.	
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Develop strong partnership working with the new GP consortia	Deborah Cohen (AHWB)	31/03/2012	On target	50	The TH CCG (Clinical Commissioning Group of GPs led by Dr Sam Everington) is a full member of the Health and Wellbeing Board, first meeting of which is 19th October to be chaired by the Mayor.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Evaluate initial options for joint working with GPs on commissioning support arrangements	Deborah Cohen (AHWB)	30/09/2011	Completed	100	Initial options have been considered and we are moving in partnership to the next stage. The TH CCG is a full member of the Health and Wellbeing Board. A Health and Wellbeing Board workshop has been scheduled in November when the CCG Commissioning Plan will be considered alongside the AHWB Commissioning Plan by the Health and Wellbeing Board with a view to promoting greater integration of community health and social care services. This is in progress.	
Define shared priorities for Joint Strategic Needs Assessment with public health and GPs	Deborah Cohen (AHWB)	31/12/2011	On target	25	This is in progress.	
Agree with GP consortium the priorities for integrated commissioning	Deborah Cohen (AHWB)	31/03/2012	On target	10	This is in progress.	

A Healthy and Supportive Community					
Priority 5.2: Helping people to live healthier lives					
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Work with health providers to develop and consolidate our health offer to schools	Mary Durkin (CSF)	31/03/2012	On Target	70%	The Department of Health's new strategy 'A call to action on obesity in England' was launched in October and provides us with new momentum for driving forward our local Healthy Borough programme. It endorses the Foresight Report Tackling Obesities: Future Choices (2007) which it says 'remains a robust foundation for future action'. The Council has started the following activities under the Healthy Borough Programme locally: Esther Trenchard-Mabere will continue to chair our Healthy Borough Board which will be reconvened after a short break at the end of the first phase of the Healthy Borough Programme; we will be refreshing our local partnership obesity strategy by April 2011 – with key Local Authority Directorates leading on elements within their control, e.g. on creating safer cycling routes as part of road improvement schemes; we will be re-engaging Strategic Leads for Healthy Borough Interventions for forward plans.
Milestone	Lead Officer	Deadline	Status	%	Comments
Embed the secondary drop in programme	Mary Durkin (CSF)	30/09/2011	Completed	100%	
Continue with the Healthy Schools Programme. Training, support and guidance to schools around PSPE, Healthy Eating, Sex Education, Drug Education and Emotional Health and Well Begin to continue through the Healthy Lives team	Mary Durkin (CSF)	31/03/2012	Completed	100%	We have continued to build on the ASPIRE programme, targeting intervention early on with vulnerable young people. We have developed further links with secondary schools and youth clubs and continuing to promote the programme to key professionals. The peer education programme has been developed, combining the sexual health and smoking programme into one SLA. The programme includes baseline and follow-up measurement.
Centralised training will be delivered in all of the above areas. Sixty nine teachers within the Borough to be trained in delivery of sex and relationships education	Mary Durkin (CSF)	31/07/2011	Completed	100%	143 teachers (78 between April/March 2010) have been trained to deliver high quality SRE. 4290 pupils (approximately) have received high quality SRE. Funding has been established to provide training for a second cohort of teachers in 2012, through the Christopher Winters project. 57 teachers currently signed up to the project in 2012
Activity	Lead Officer	Deadline	Status	% Comp	Comments
Mainstream the Healthy Borough Programme into the Council's core activities	Keith Williams (AHWB), Mary Durkin (CSF), Michael Bell (D&R), Heather Bonfield & Jamie Blake (CLC)	31/03/2012	On Target	90%	
Milestone	Lead Officer	Deadline	Status	%	Comments

Produce a final overview report on the achievements, impacts and key learning points from the Healthy Borough Programme with recommendations for future actions	Keith Williams (AHWB)	30/06/2011	Completed	100	This report has been drafted and circulated.
Maintain the work of the Healthy Schools Programme. The Healthy Lives Team to deliver a range of healthy lifestyle programmes that lead to greater understanding and change the eating and physical activity habits of pupils, staff and parents, workshops / sessions on: healthy packed lunches, healthy eating and physical activity, breakfast clubs, developing the school lunch time experience	Mary Durkin (CSF)	31/03/2012	On Target	50%	The locally led Healthy Schools team in LBTH focuses on 4 main themes; Healthy Eating, Physical Activity, Emotional Health and Wellbeing and PSHE. The team can offer: Training - INSETS in schools or centralised; Parents - workshops and meetings (eg Drug Education and SRE); Resources - curriculum guidance, model lesson plans, teaching resources; Support - 4 themes of Healthy Eating, Physical Activity, PSHE and Emotional Health and Wellbeing; Signposting - external agencies and access to health related services
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Summer term 2011 - healthy packed lunch workshop	Mary Durkin (CSF)	31/08/2011	Overdue	0%	64 schools in the borough are working towards renewing their Healthy School Status and as part of that process have been given a great deal of support to develop policies and practices. Post was vacant but breakfast club workshops were delivered during the period.
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Autumn 2011 - healthy eating and physical activity sessions	Mary Durkin (CSF)	31/12/2011	Completed	100%	64 schools in the borough are working towards renewing their Healthy School Status and as part of that process have been given a great deal of support to develop policies and practices. Sessions have included Healthy Lives Champions Training, Training around Healthy Eating and Physical Activity, Healthy Schools Co-ordinators Meeting, Healthy Packed Lunch Workshop, Lunch Time Experience Training and School Tuck Shop Training
Providing schools with support to develop healthy eating and physical activity policies: - centralised training to be delivered - Spring term 2012 - breakfast club workshop, whole school food policy development session and physical activity policy development session	Mary Durkin (CSF)	31/03/2012	Delayed	0%	A post within the Healthy Schools team was vacant and the healthy packed lunch programme was not delivered, but breakfast club workshops were delivered during the period. The post has now been filled and the healthy packed lunch programme is being delivered. 64 schools in the Borough are working towards renewing their Healthy School Status and as part of that process have been given a great deal of support to develop policies and
Completion of Tower Hamlets Healthy Spatial Planning project	Michael Bell (D&R)	31/05/2011	Completed	100%	
Inclusion of policies within the draft LDF development management development plan document (DPD) to address over concentration of un healthy uses and to promote the development of the Tower Hamlets Green Grid	Michael Bell (D&R)	30/11/2011	On Target	90%	
Opening of the Barclays bike hire scheme in Tower Hamlets	Owen Whalley (D&R & CLC)	31/03/2012	On Target	60%	Planning applications have been processed to site the bikes. The opening of the Barclays bike hire scheme is progressing as part of the development and delivery of the TfL London Borough wide cycle hire scheme.
Lifelong Learning Service to work with a range of schools to deliver a family learning programme including fitness and healthy eating - 3	Heather Bonfield (CLC)	31/03/2012		0%	This milestone is no longer relevant. The forum structure wasn't fit for purpose and is therefore currently being reviewed and restructured.
Transportation & Highways Restructure implemented	Jamie Blake (CLC)	01/04/2011	Completed	100%	Milestone completed
A Healthy and Supportive Community					

Priority 5.3: Enabling people to live independently						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Drive forward the transformation of Adult Social Care with a particular focus on - - shifting resources into preventative services, including reablement; - developing the external market of support options; - continuing the roll out of personal budgets for those with longer-term needs	Stephen Cody (AHWB)	31/03/2011	On target	50%	Phase 1 of the Transforming Adult Social Care Programme has been delivered and a new customer journey implemented as of 31st August 2011. Progress is being made on all of the below milestones however some of the milestones are delayed.	
Milestone	Lead Officer	Deadline	Status	%	Comments	
Publish market position statement	Deborah Cohen (AHWB)	31/07/2011	Delayed	60%	This milestone has been delayed but a full first draft is planned to be completed by the end of January 2012.	
First Community Hub at Bell Lane opened	Deborah Cohen (AHWB)	31/10/2011	Delayed	70%	The first community hub is still set to be delivered in 2011/12 business year. Original date of October 2011 slightly delayed to January 2012 due to finalising lease arrangements. On a positive note this has led to more time for detailed work with service users and carers on design and service elements.	
Joint plan developed with NHS for the spend of carers grant	Deborah Cohen (AHWB)	31/10/2011	Delayed	70%	This has been delayed. The Carers Strategy which outlines the priorities for the Carers Grant is to be presented to Cabinet in January 2011.	
New LD day opportunity services procured under a framework agreement ready for call offs from 1st April 2012	Deborah Cohen (AHWB)	28/02/2012	On target	40%	Close working with local suppliers has been effective in reducing costs to meet efficiency targets (£500k in 2011/2012 with £300k being reinvested in job, social enterprise and training opportunities).	
New framework agreement in place for commissioning supporting people services	Deborah Cohen (AHWB)	28/02/2012	On target	50%	A report will be presented to Cabinet in February 2012 outlining a preferred procurement route and new timetable.	
New contracts in place for Information, Advice and Advocacy services	Deborah Cohen (AHWB)	31/03/2012	On target	25%	This is scheduled for Cabinet on 8th February 2012.	
					The proposed approach and service specification was presented to CMT who requested that the Directorate consider an in-house model. This has meant that the timescales have been affected. This impact is not yet known.	
A Healthy and Supportive Community						
Priority 5.4: Providing excellent primary and community care						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
Develop an agreed integrated pathway for hospital discharge and hospital admission prevention	Stephen Cody (AHWB)	31/03/2012	On target	25%	The Community Virtual Ward has been piloted and work to review the social Care Customer Journey is underway.	
Milestone	Lead Officer	Deadline	Status	%	Comments	




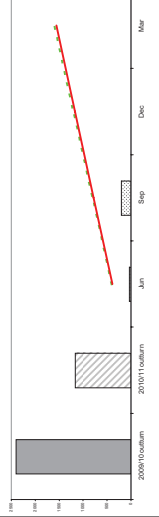



Jointly complete and evaluate the ward in the community model with health colleagues	Katharine Marks (AHWB)	31/12/2011	On target	75%	The Community Virtual Ward (CVW) - has been piloted in the South West locality. The model has been evaluated, is being monitored on a monthly basis, and is being rolled out to the other 3 LAP areas. The focus has now moved to ensuring that the CVW pathway integrates with the newly-implemented adult customer journey and no-one falls through any gaps in services. A formal and full evaluation report by Public Health is in progress and scheduled for completion by 31st December.
Integrated reablement and rehabilitation pathway in place	Katharine Marks (AHWB)	31/03/2012	On target	25%	Work is underway through the review of the customer journey, milestones are still to be agreed.
Activity					
Implement the Family Wellbeing Model, creating a clear offer of services to families and developing targeted services	Jenny Boyd (CSF)	31/03/2012	On Target	75%	An action plan to implement the FWM is being progressed and overseen by the FWM Steering Group.
Milestone	Lead Officer	Deadline	Status	%	Comments
Execute the FWM Model project plan to ensure full implementation of the model	Jenny Boyd (CSF)	31/03/2012	On Target	75%	An action plan to implement the FWM is being progressed and overseen by the FWM Steering Group.
Develop a new Parenting and Family Support Strategy	Jenny Boyd (CSF)	30/09/2011	Overdue	0%	This work was put on hold during various restructures, and also to give some time to analyse emerging national Government policy on parenting and family support. A partnership approach for family and parenting support will be developed as a key part of a new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards. The aim is for this new plan to be in place by April 2012.
Activity					
Develop a new Parenting Strategy to consolidate our services and ensure access to support for parents	Mary Durkin (CSF)	31/03/2012	Delayed	0%	This work was put on hold during various restructures, and also to give some time to analyse emerging national Government policy on parenting and family support. A partnership approach for family and parenting support will be developed as a key part of a new plan for children and families (replacing the Children and Young People's Plan) for 2012 onwards. The aim is for this new plan to be in place by April 2012.
Milestone	Lead Officer	Deadline	Status	%	Comments
Develop family and parenting strategy	Mary Durkin (CSF)	30/04/2011	Delayed	0%	See above
Strategy in place	Mary Durkin (CSF)	30/09/2011	Delayed	0%	See above

Lifelong Learning Service to work with a range of schools to deliver a family learning programme - 3 programmes (CLC)	Mary Durkin (CSF)	31/03/2012	Completed	100%	A range of targeted outreach-based Wider Family Learning Courses for local people from different backgrounds, faiths and communities have been organised. The aim of the Family Learning Programme is to support local adults to gain an introduction to learning and help them to increase their confidence and skills. In some instances, these courses have led to the partners purchasing ASL courses to support learner progression. Courses include: <ul style="list-style-type: none"> • Arabic Calligraphy for Parents: Arnhem Wharf Primary School • Emergency First Aid for Parents: Harbinger Primary School • Sewing for Parents: Poplar Schools Partnerships • Sewing for Parents: George Green Secondary School • Sewing for Parents: John Smith Children's Centre
Activity					
Lead Officer					
Review and update quality assurance framework for adult safeguarding with partner agencies	Katharine Marks (AHWB)	31/12/2011	On target	50%	This work is underway as part of the multi agency Safeguarding Adults Board.
Milestone					
Agreement on performance and outcome measures agreed by Safeguarding Adults Board	Katharine Marks (AHWB)	30/09/2011	Completed	100%	Comments This is complete
Quality assurance framework updated	Katharine Marks (AHWB)	31/10/2011	On target	75%	This milestone is on track and a sub-group of the Safeguarding Adults Board is working on this.
Updated QAF implemented	Katharine Marks (AHWB)	31/12/2011	On target	50%	This milestone is on track and a sub-group of the Safeguarding Adults Board is working on this.

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PI Ref No	PI Description	Previous years' performance					2011/12 Performance				Analysis of performance		
		Responsible Officer & Directorate	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Q2 Target)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p>Month Actual</p> <p>2009/10 Outturn</p> <p>Target - Aspirational</p> <p>Target - Lowest Performance</p>												
Theme 1: One Tower Hamlets													
	<p>Percentage of LP07 or above Local Authority staff that are women</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy)</p> <p>Good Performance: Higher</p>	Simon Kilbey Resources	51	50	46.34	49	50	46.5	50	45.35	RED	AMBER (-9.3%)	↗
	<p>There were 11 female leavers in the period between Q1 and Q2. This is in line with the wider trend in the Council which saw a higher proportion of leavers going from grades LP07+ as a result of lean and other savings.</p> <p>Initiatives including the graduate recruitment programme, talent pools and coaching and mentoring schemes are in place to ensure continuous improvement of representation going forward.</p>												
	<p>Percentage of LP07 or above Local Authority staff that are from an ethnic minority.</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy)</p> <p>Good Performance: Higher</p>	Simon Kilbey Resources	17	27	22.23	24	27	22	30	23.19	GREEN	RED (-22.7%)	↗
	<p>Performance remains within target range, and has improved this quarter. However, figures can change with very small movements in numbers. New initiatives agreed as part of the Workforce to Reflect the Community programme will be brought into play in order to have a greater medium term impact on this indicator.</p>												
	<p>Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools.)</p> <p>Measured in: % (This indicator was a former BVPI and is monitored as part of the Council's Workforce to Reflect the Community Strategy - Staff who have a disability are those that identify themselves as such in the staff survey, against the definition provided in the Disability Discrimination Act 1995).</p> <p>Good Performance: Higher</p>	Simon Kilbey Resources	2	5.4	2	2	5.5	2	5.5	2	GREEN	RED (-70%)	○

PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p> </p> <p>Currently, levels of reporting disability status among staff is at 75%. The equality audit, planned for December will improve data quality and will potentially improve reporting levels among disabled staff. It is expected to have updated information by January 2012. On the basis of this information plans will be developed to improve representation.</p>											
	<p>Number of working days/shifts lost to sickness absence per employee.</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term divided by the average number of FTE staff)</p> <p>Good Performance: Lower</p>	8.54	6.5	7.31	7.88	6.5	7.25	6.5	7.17	GREEN	RED (-10.3%)	↑
	<p>The latest available data for this measure relates to August 2011.</p> <p>AHWB - 9.58 days lost to sickness per employee CSF - 7.05 days lost to sickness per employee CE - 8.12 days lost to sickness per employee CLC - 5.50 days lost to sickness per employee D&R - 7.51 days lost to sickness per employee Resources - 8.59 days lost to sickness per employee</p> <p>There is an increase of 0.04 days which is 0.67 days above our target. There have been very slight increases in Resources and D&R and slight decreases in CE, CLC, CSF and Adults. CLC's sickness is now 1 day below the end of year target.</p>											
	<p>Customer Access Overall Satisfaction</p> <p>Measured in: %</p> <p>Good Performance: Higher</p>	N/A	90	86.8	89.9	92	89	92	91	GREEN	AMBER (-1.09)	↑
	<p>Despite reduced resources and slight increase in waiting times, satisfaction with the service remains stable.</p>											
	<p>Variation of projected outturn from budget (+/-)</p> <p>Measured in: £m</p> <p>Good Performance: Lower</p>	-0.031	0	-0.067	1.036	0	0	0	0.00	GREEN	GREEN	↑

PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p>Month Actual  2009/10 Outturn</p> <p>Target - Aspirational  Target - Lowest Performance</p>											
	<p>This is the forecast budget variance as at August 2011 as the September 2011 variance information hasn't yet been provided by Directorates.</p> <p>All Directorates were forecasting spend to budget, however there are risks that have been identified that will require close monitoring of spend during the year.</p>											
	<p>Theme 2: A Great Place to Live</p>											
	<p>Net additional homes provided</p> <p>Measured in: Number (the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions)</p> <p>Good Performance: Higher</p>	2398	2999	1296	950	1,605	779	803	202	RED	RED (-75%)	
	<p>The outturns for this measure are provisional only and are likely to change. The Q1 outturn has changed from 34 to 46 since we last reported. The provisional outturn for Q2 therefore (202 units) is very much under the lower bandwidth target of 779 and upper bandwidth target of 803 net additional homes delivery. However this does not accurately reflect on housing delivery due to the process through which this information is collected. For example, in this quarter there are 190 final certificates, occupation and completion certificates that have been received by the Council, but due to missing developmental (tenure and bedroom) breakdowns they cannot be counted. A site completion of 639 units is also pending and in the process of enforcement proceedings due to the Developer building an additional 21 units not approved at planning approval stage. Until enforcement proceedings have ended and decisions made, the 639 approved units cannot be counted as complete. Although Developers and Approved Inspectors are under no legal obligation to provide the Council with detailed completions information, processes are still being strengthened to collect accurate and timely information from them to maximise the numbers reported. It is also worth noting that housing completions are spread expected in Q4.</p>											
	<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing – low cost home ownership and intermediate rent)</p> <p>Good Performance: Higher</p>	1931	1287	733	142	1,231	594	616	638	GREEN	GREEN (3.6%)	
	<p>638 units of new affordable housing were produced ending Q2. This exceeds the 6 monthly target of 616 units. It is rare for one quarter's figure to match the target exactly as this indicator does not measure a process which provides an even performance across the year. Completed housing units come in batches, as individual building projects complete, and the completion dates are never evenly distributed throughout the year. The forecast is that our annual performance will be comfortably over the target figure of 1231. The total predicted output for the year is now 1906, about 128 less than reported at the end of Quarter 1, as a number of significant schemes have suffered delays and are now very unlikely to complete before end March 2012. There are still 38 different schemes on site which are due to deliver units this year and our RSL partners, encouraged by the HCA, will be doing everything they can to ensure completion before the end of March 2012.</p>											
	<p>Number of social rented housing completions for family housing (gross figures only)</p> <p>Measured in: Number (a count of the number of affordable housing – local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more)</p> <p>Good Performance: Higher</p>	619	405	214	36	390	180	196	218	GREEN	GREEN (11.2%)	

PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p> </p> <p>The six monthly target for this measure has been met. We are currently forecasting 649 family units for rent (target 390) to be delivered ending 31 March 2012. Additional commentary available under NI155.</p>											
NI155	<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in: %</p> <p>Good performance: Higher</p>	26.51	32	27.26	28	0.29	27.26	28	28.62	GREEN	GREEN (2.21%)	↑
	<p>Performance on this measure is already above target, and has improved from this time last year.</p>											
NI156	<p>Improved street and environmental cleanliness - litter</p> <p>[Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in %</p> <p>Good performance: Lower</p> <p>Performance on this measure is significantly above target, and has improved compared to this time last year. The Q2 actual for 2010/11 relates to figures from July 2010. This is because this the surveys used to measure performance on this indicator has changed this year, and therefore a July figure is the most appropriate comparator for this indicator - the direction of travel is measured according to this.</p>	11	8	6	7	6	8	6	3.3	GREEN	GREEN (45%)	↑
	<p>Performance on this measure is already above target, and has improved from this time last year.</p>											
NI157	<p>Improved street and environmental cleanliness - detritus</p> <p>[Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in %</p> <p>Good performance: Lower</p> <p>Performance against this measure is above target, though down from this time last year. Due to the time lag in the data, the relates to figures from July 2010. This is because the surveys used to measure performance on this indicator has changed this year, and therefore a July figure is the most appropriate comparator for this indicator - the direction of travel is measured according to this.</p>	10	10	7	5	7	10	7	7.2	GREEN	GREEN (2.9%)	↓
	<p>Performance on this measure is above target, though down from this time last year. Due to the time lag in the data, the relates to figures from July 2010. This is because the surveys used to measure performance on this indicator has changed this year, and therefore a July figure is the most appropriate comparator for this indicator - the direction of travel is measured according to this.</p>											





PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p> </p> <p>Improved street and environmental cleanliness - graffiti (Strategic Performance Measure Title: Levels of street & environmental cleanliness) Measured in % Good performance: Lower</p>	20	6	8	5	6	8	6	6.5	GREEN	GREEN (8.3%)	↔
	<p> Performance on this measure is significantly above target, though down from this time last year, but please not that the Q2 actual for 2010/11 relates to figures from July 2010. This is because this the surveys used to measure performance on this indicator has changed this year, and therefore a July figure is the most appropriate comparator for this indicator - the direction of travel is measured according to this. </p> <p>Improved street and environmental cleanliness - fly-posting (Strategic Performance Measure Title: Levels of street & environmental cleanliness) Measured in % Good performance: Lower</p>	8	2	3	3	2	2	2	2.9	RED	RED (-45%)	↕
	<p> This measure is currently off target, but the outturn represents one of three surveys from the Tranche 1 survey for period April-July. Two of the hotspot wards for fly-posting have been surveyed. These were two of the worst wards, but despite this the result shows improvement on previous surveys. Intensive Enforcement Action carried out in previous years have paid dividends in improved scores. We expect results from future surveys to be lower. A new challenge process has been implemented and we are now only using the four whole grades (A,B,C,D). Improved survey process and training has been provided to officers which should result in more accurate scoring. </p> <p> The number of households (per thousand households in the borough) who considered themselves as homeless, who approached the local authority's housing advice services, and for whom housing advice casework intervention resolved their situation. Measured in: % Good Performance: Higher </p>	11	9	6.4	9.72	10	2	2.5	1.9	RED	RED (-24%)	↔
	<p> The data above refers to Q1 - this is the latest available data as there is a significant time lag with this measure. Our most important prevention method is by offering private sector properties as an alternative to the statutory homeless route and going in to temporary accommodation but this was severely affected by the government's proposed changes to Housing Benefit entitlements; landlords had become more reluctant to offer properties to benefit dependant people including our customers. With continual promotion, there has been a shift in some landlords' views on this matter and performance in housing people into the private sector has improved slightly but not enough for us to meet our target in this respect. We continue to work with landlords to ensure that rents remain affordable and that we are able to house people. We have also improved the incentive given to landlords to provide properties, funded from an increased homeless grant this year. </p>											
	<p> Theme 3: A Prosperous Community 16 to 18 year olds who are not in education, employment or training (NEET) Measured in: % Good Performance: Lower </p>	6	5.5	5.3	8.2	5	5.3	5	6.5	RED	RED (-30%)	↕

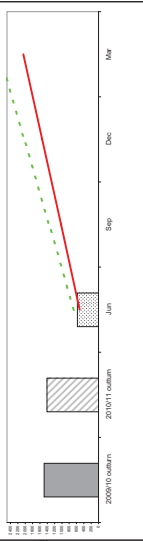
PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target Bandwidth (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p> </p> <p>The percentage of NEET young people is 6.5% for this quarter (September), below our target of 5%. Sept 2011's figure is better than the same period last year (8.2%). Final out turn for the year is calculated as an average figure of November, December and January. Historically NEET figures between August - September increase until places at educational institutes are confirmed and recorded. The quarter average for July - September is 5.5%. Further to this the measurement criteria for this financial year has changed which has resulted in a higher figure for Tower Hamlets. These changes include:</p> <p>1) Reporting is now by Academic Age, not Actual Age so will include 19 year olds. As a result, Unknowns for 19 year olds has increased, as these may not always have been actively followed up in the past.</p> <p>2) The Activities Age cohort is now based on residency. Before April 2011, a young person resident in Tower Hamlets but attending College in Hackney would be counted under Hackney. Now they are counted under Tower Hamlets. As we are a net exporter of students, our learning figures will be higher.</p>											
200906207	<p>Proportion of children in poverty</p> <p>Measured in: %</p> <p>Good performance: Lower</p>	63.6	47.4	57	57	46.9	57	46.9	53	GREEN	GREEN (13%)	
	<p>Information on this indicator is collated by central government in arrears, therefore the latest information relates to 2009. 53% of children in the borough lived in poverty in 2009 compared to 57% in 2008. The London borough with the next highest levels is Islington with 43.8% of children living in poverty showing a significant gap between Tower Hamlets and Islington (13% points) and this is mirrored by FSM eligibility data with Tower Hamlets having the highest % at 56.5% followed by Islington at 47%. However Tower Hamlets has shown a 4% point improvement in levels of child poverty between 2008 and 2009 and a 7.3% point improvement since 2006 - the best rates of improvement in London for both one and three years. They also compare favourably to national and statistical neighbourhoods' rates of improvement.</p> <p>Work has been taking place since 2009 however to improve rates of child poverty through our Child Poverty Strategy, and there is strong commitment throughout the Partnership to tackle this issue.</p>											
200906205	<p>Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy.</p> <p>Measured in: % (measured from birth to end of academic year in which a child turns 5, at least 6 points or more in the 13 EYFS statutory framework)</p> <p>Good Performance: Higher</p>	42.9	46	46	45.5	47	46	47	49.9	GREEN	GREEN (6.2%)	
	<p>Provisional 2010/11 attainment result. Regrading and appeals may affect the final outturn. The final results will not be available until January 2012 when more comprehensive final outturn comments will be provided.</p> <p>We continue to achieve steady and sustained improvement with a 4.5% increase to 49.9% - above the 47% target - of children achieving 78 points across all 13 scales and at least 6+ in Personal and Social Education and Communication, Language and Literacy.</p> <p>The September 2010/11 figure relates to the provisional figure for that year and the 2010/11 annual figure relates to the confirmed figure.</p>											
200906205	<p>Achievement at level 4 or above in both English and Maths at Key Stage 2</p> <p>Measured in: %</p> <p>Good Performance: Higher</p>	74	80	76	75	78	76	78	75	RED	AMBER (-3.8%)	
	<p>Provisional 2010/11 attainment result. Regrading and appeals may affect the final outturn. The final results will not be available until January 2012 when more comprehensive final outturn comments will be provided.</p> <p>Provisional figures show that 75% of primary school children achieved Level 4 or above in both English and Maths at Key Stage 2 - this is above the national average of 74% but below our target of 78%.</p> <p>The September 2010/11 figure relates to the provisional figure for that year and the 2010/11 annual figure relates to the confirmed figure.</p>											

PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
2009/10	<p>PI Description</p> <p>Month Actual 2009/10 Outturn Target - Aspirational Target - Lowest P Performance </p> <p>Number of schools where fewer than 60% of pupils achieve level 4 or above in both English and Maths at KS2</p> <p>Measured in: % Good Performance: Lower</p>	13	n/a	1	n/a	n/a	n/a	7	n/a	n/a	n/a	n/a
2009/10	<p>Provisional 2010/11 attainment result. Regrading and appeals may affect the final outturn. The final results will not be available until January 2012 when more comprehensive final outturn comments will be provided. Provisional 2011 figures show that in 7 local schools less than 60% of pupils achieved Level 4 or above in English and Maths at Key Stage 2 – this is one of the new DfE floor standards and needs to be looked at in conjunction with the two targets around expected progress of pupils at key stage 2 compared to the national median. A target needs to consider all three and has not been set yet as we wait confirmation of the current number of schools not meeting the new standard.</p>											
2009/10	<p>Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths</p> <p>Measured in: % Good Performance: Higher</p>	45.8	53	51.8	51.3	61	55	61	60.4	GREEN	GREEN (11.1%)	
2009/10	<p>Provisional 2010/11 attainment result. Regrading and appeals may affect the final outturn. The final results will not be available until January 2012 when more comprehensive final outturn comments will be provided. Provisional 2011 figures at Key Stage 4 are excellent with 62% of students achieving 5 or more A*-C grades at GCSE or equivalent including English and maths. This represents an impressive 10 percentage point improvement in one year and exceeds our target of 55.8%. It is likely that this provisional result will be better than the national average and represent the biggest improvement of any local authority area in a single year. The September 2010/11 figure relates to the provisional figure for that year and the 2010/11 annual figure relates to the confirmed figure.</p>											
2009/10	<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p> <p>Measured in: Number Good Performance: Higher</p>	631	Not Set	636.6	636.6	731.6	636.6	731.6	638.2	GREEN	RED (-12.8%)	
2009/10	<p>Provisional 2010/11 attainment result. Regrading and appeals may affect the final outturn. The final results will not be available until January 2012 when more comprehensive final outturn comments will be provided. We are within target range for this measure, but have not met our target of 731.6 points. However, we have seen improvement compared to last years figures.</p>											
2009/10	<p>Overall employment rate (working age)</p> <p>2011/12 - Lower: Maintain the current gap between the Borough and London average rate (-8.3%) Upper: Reduce the gap to 7.3%</p> <p>Measured in: % Good Performance: Employment rate - Higher Gap - Lower</p>	60.4	55.7	60.3	60.1	60.7	60.7	60.7	62.4	GREEN	GREEN (8.2%)	
2009/10	<p>TH Employment rate - 62.4 London Average rate - 69.1 Gap - 6.7 (JSA claimant count Sept 2011 = 9.9%)</p> <p>Gap maintained.</p>											

PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p>Theme 4: A Safe and Cohesive Community</p> <p> </p>											
	<p>Number of most serious violent crimes per 1,000 population</p> <p>Measured in: Number (No. of recorded most serious violent crimes/total population x 1000)</p> <p>Good Performance: Lower</p> <p>We are more than 10% off our target on this measure and performance is not as good as this time last year. The Police have developed a range of initiatives to tackle the issue and improve performance including weekly weapon sweeps, special operations in Brick Lane area, working with partners to address gang issues on the Isle of Dogs, Operation Protect for after school patrols and search operations in and around licensed premises. The Council has recently implemented a borough wide drinking control zone on the recommendation of the Police to make an impact on alcohol related violence.</p>	2.14	2.0972	1.77	0.97	1.73	0.44	0.89	1.14	RED	RED (-28.1%)	
	<p></p>											
	<p>Number of serious acquisitive crimes per 1,000 population</p> <p>Measured in: Number (No. of recorded serious acquisitive crimes/total population x 1000)</p> <p>Good Performance: Lower</p> <p>Serious acquisitive crime also presents a challenge for the Metropolitan Police within the borough, especially robbery, burglary and motor related crime. The Metropolitan Police are currently working with borough partners to develop and implement the Criminal Justice, Integrated Offender Management Programme. To enable this work the Mayor has funded the Dealer a Day initiative and provided a borough policing team of 21 Officers. The Borough Commander has also requested additional support from New Scotland Yard in the form of the Territorial Support Group to target identified robbery problem areas.</p>	20.29	20.09	22.81	10.38	22.58	5.7	11.41	13.57	RED	RED (19%)	
	<p>Theme 5: A Healthy and Supportive Community</p> <p> </p>											
	<p>Carers receiving needs assessment or review and a specific carer's service, or advice and information</p> <p>Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year)</p>	33.9	30.90	31.3 (Prov)	7.9	35	31.3	8	7.8	RED	AMBER (-2.5%)	

PI Ref No	PI Description	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p> </p> <p>All of the above information relates to Quarter 1 outcomes as this is the latest data on this measure. Data for this measure is collated through commissioned service providers. Commission contracts stipulate that monitoring is to be provided one month following the end of the quarter. Performance information for Q2 will be collated and reported by end of November 2011.</p>											
	<p>Percentage of children becoming the subject of Child Protection Plan for a second or Jenny Boyd subsequent time</p> <p>Measured in: % Good Performance: Lower</p>	8.03	9-13%	10.16	11.81	3.5	12	3.5	8.7	GREEN	RED (-149%)	↑
	<p>The outturn for this quarter is within target range but significantly off target. It is worth noting that a very stretching target has been set for this measure compared to previous years' performance.</p>											
	<p>Social care clients and carers in receipt of Self Directed Support</p> <p>Measured in: % Good Performance: Higher</p>	10.7	30.7	30.7	7.3 (June)	90	40	50	39.4	RED	RED (-21.2%)	↑
	<p>Tower Hamlets has increased performance on this indicator by 3.3 percentage points from the previous quarter. During this time the Directorate has implemented several projects within the Transforming Adult Social Care Programme (TASC) including a new customer journey.</p> <p>Adults Health and Wellbeing continues to embed personalisation within the new customer journey which will support the Directorate to achieve the targets set.</p>											
	<p>Stopping smoking</p> <p>Measured in: number Good Performance: Higher</p>	1489	1061	1407	356	1350	512.5	675	577	GREEN	RED (-14.5)	↑

PI Ref No	PI Description	Responsible Officer & Directorate	Actual 2009/10	Target 2010/11	Actual 2010/11	Q2 Actual (Sept 10/11)	Target 2011/12	Q2 Target (Lower Bandwidth) (Sept 11/12)	Q2 Target (Sept 11/12)	Q2 Actual (Sept 11/12)	Within Target Range (RED / GREEN)	Variance (performance against Q2 target)	Direction of Travel (comparing 11/12 and 10/11 Q2 actual)
	<p>PI Description</p> <p>Month Actual  2009/10 Outturn  Target - Lowest Performance</p> <p>Month Actual  Target - Aspirational  Target - Lowest Performance</p> <p>The outturns above relate to Q1 as there is a time lag of a quarter on this measure, and therefore this is the latest data available.</p> <p>We have made a good start to the year with 1404 people setting quit dates and 577 achieving a 4 week quit. This gives a quit rate of 41%. We are 3% over our trajectory Q1 figure and are 21% towards our final end of year target. We are ahead of our performance at this date last year when we submitted 499 4 week quits.</p> <p>Latest data refers to Quarter 1 actual = 577. Data on this indicator is generally provided in arrears of a quarter.</p>												
	<p>PI Description</p> <p>All-age all cause mortality rate - Male</p> <p>Measured in: Number</p> <p>Good Performance: Lower</p>		787.88	787	714.7					714.7	GREEN	GREEN (9.2%)	↑
	<p>PI Description</p> <p>All-age all cause mortality rate - Female</p> <p>Measured in: Number</p> <p>Good Performance: Lower</p>		512.9	547	500					500	GREEN	GREEN (8.6%)	↑
<p>Information on this indicator is only available for the last financial year, and is generally provided a year in arrears due to the way the data is collected. Therefore this data represents outturns for 2010/11.</p>													



Directorate/Programme	2011/12 £'000	Revised 2011/12 £'000	Savings Delivered	Work in Progress
Adults Health & Wellbeing	1,408	1,408	1,408	0
Chief Executive	312	312	312	0
Communities, Localities and Culture	3,261	3,661	3,661	0
Children, Schools & Families	4,962	4,962	4,912	50
Development & Renewal	199	199	199	0
Resources	1,500	1,500	1,500	
Cross Directorate	1,315	1,315	1,315	0
Better Asset Management	80	80	80	0
Income Optimisation	3,733	3,246	2,551	695
Lean	8,326	7,926	7,490	436
Managing Our Information	750	750	750	0
Successful Strategic Partnership	3,511	3,511	2,311	1,200
	29,357	28,870	26,489	2,381

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