

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 March 2012 at 6.45 p.m.

A G E N D A

VENUE

Room C1, 1st Floor, 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:

Antonella Burgio, Democratic Services,

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LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 6 March 2012

6.45 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 - 26

To confirm as a correct record of the proceedings the unrestricted minutes of the meetings of the Overview and Scrutiny Committee held on 30th January 2012, 7th February 2012 and 13th February 2012.

4. REQUESTS TO SUBMIT PETITIONS

To be notified at the meeting.

5. SECTION ONE REPORTS 'CALLED IN'

5.1 Cabinet Decision Called-in: New Partnership Structures (CAB 075/112)

27 - 74

To consider Cabinet Report (CAB 075/112) New Partnership Structures which has been called-in.

6. REPORTS FOR CONSIDERATION

6.1 Presentation from the Borough Commander - Metropolitan Police

To receive a presentation from the Borough Commander.

6.2 Presentation from Transport for London

To receive a presentation from a representative of the 2012 Games Team.

6 .3 Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q3 2011/12 (Month 9) 75 - 142

To receive a report on the financial position of the Council at the end of Quarter 3 compared to budget, and service performance against targets.

6 .4 Review of Health Scrutiny Panel Consultation Events 143 - 162

To consider and comment on the findings of the Health Scrutiny Panel

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).

8 .1 Section 1 Pre-Decision Questions be Submitted to Cabinet on 14th March

To consider any Section 1 pre-decision questions that the Committee may wish to submit to Cabinet at its meeting on 14th March 2012

8 .2 Mayoral Decisions

i To note the publication of Mayors Executive Decision: **Changes to the Memorandum and Articles of Tower Hamlets Homes** (Mayor's Decision 9th February 2012, Log No. 015). Details of this decision may be viewed at:-
<http://moderngov.towerhamlets.gov.uk/mgConvert2PDF.aspx?ID=3718&T=10>

ii To receive a verbal update on recent Mayoral decisions which have been called-in.

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 MONDAY, 30 JANUARY 2012

**C1, 1ST FLOOR, 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 Amy Whitelock
Councillor Helal Uddin

Co-opted Members Present:

Rev James Olanipekun – (Parent Governor Representative)
Canon Michael Ainsworth – (Church of England Diocese Representative)

Other Councillors Present:

Councillor Alibor Choudhury

Officers Present:

David Galpin – (Head of Legal Services (Community), Legal Services, Chief Executive's)
Michael Keating – (Service Head, One Tower Hamlets)
Chris Naylor – (Corporate Director Resources)
Peter Hayday – (Interim Service Head, Financial Services, Risk and Accountability)
Isobel Cattermole – (Acting Corporate Director, Children, Schools & Families)
Kate Bingham – (Acting Service Head Resources, Children Schools & Families)
Louise Russell – (Service Head Strategy & Performance, Chief Executive's)
Chris Holme – (Service Head Resources, Development & Renewal)
Jackie Odunoye – (Acting Corporate Director, Development & Renewal)
Barbara Disney – (Service Manager, Strategic Commissioning, Adults Health & Wellbeing)

Stephen Halsey	– (Corporate Director Communities, Localities & Culture)
Jamie Blake	– (Service Head of Public Realm, Communities Localities and Culture)
Paul Thorogood	– (Service Head Resources, Adults Health and Wellbeing)
Stephen Cody	– (Interim Corporate Director Adults Health & Wellbeing)
Corinne Hargreaves	– (Efficiency Programme Manager, Strategy & Performance, Communities Localities & Culture)
Antonella Burgio	– (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Co-opted Member Mr Jake Kemp.

2. DECLARATIONS OF INTEREST

No declarations of personal or prejudicial interests were made.

3. REQUESTS FOR DEPUTATIONS

Nil items.

4. REPORTS FOR CONSIDERATION

5. GENERAL FUND AND CAPITAL REVENUE BUDGETS AND MEDIUM TERM FINANCIAL PLAN 2012-2015

The Chair welcomed Councillor Choudhury, Cabinet Member, Resources together with Chief and Senior Officers who attended to discuss their budget proposals.

The Committee received a summary of budget proposals 2012-13 and service area pressures in the directorates of; Children Schools and Families (CSF), Resources, Communities Localities and Culture (CLC), Development and Renewal (D&R), and Adults Health and Well-Being (AWHB).

Children Schools and Families Directorate

The Committee and CSF Officers discussed the following matters:

Proposals:

- Open Buildings for Community Hire - Proposal to offer CSF buildings outside of normal hours for community use would mitigate against

costs of these premises

- Adopting a Traded Basis of Parent Support Services - This affected parental engagement and involvement services. The scheme would generate an income and enable the service to trade more actively
- Savings in the Costs of Procuring Placements for Looked After Children - CSF was exploring ways of procuring places for looked after children without using agencies were possible. Collaborative work was being undertaken with other North East London boroughs to ensure that the best possible placements are achieved for children in care
- Consolidating Information Systems – “Single View of the Child”. Service management would be revised but this would not affect frontline services. Potential risks around the proposed revisions were factored into the proposals. Efficiencies would be back-office and additional benefits derived from integration of learning and development would be gained. Safeguarding remained at the forefront of the merger proposals. Risk mitigation was done prior to making proposals.
- Anticipate Growth in Pupil Transport Demands – Transport was procured mainly through CLC Directorate through normal Council processes. CFS has noted a growing trend in transporting children from the east of the Borough to schools in the west of the Borough and is seeking to mitigate this by supporting good schools and supporting their expansion wherever possible

Committee’s Areas of Enquiry:

- Engaging Parents of Post-16 children – It was felt that engagement needed to be approached differently. It was presently achieved through student groups and members, however a role exists to develop engagement with parents of post-16 pupils. The role of the present parent panel was to contribute to the overarching strategic plan and business plan. Director agreed that engagement with parents of post-16 pupils was an area for development.
- Other Plans for Engagement:
 - to maintain good relationships with community schools and
 - to ensure that community schools continue to offer the type of education that will attract applications for school places
 - to engage with the new independent schools regime for safeguarding reasons and
 - to ensure that the best deal can be given to the Borough's children.
- Biggest Areas of Risk
 - increasing demand on schools and children's social care caused by population growth.

risk of a potential surge in demand for independent schools; the Directorate awaited legislation from Central Government on this matter.

no additional risk regarding decrease in Government grants was expected

some risk around DSG increase in 2013 - 14 was anticipated although details were not yet known

- Pressures from Government Changes to the Benefits Regime – implications were being explored through the work of the One Tower Hamlets service
- Qualitative Risks in Reducing Contract Value/sizes for Procuring Foster Care – specialist practitioners were engaged in this area and the risk level measured at 5%; was not considered significant.
- Provide Housing for Prospective Foster Carers in the Borough – this was suggested as a method of encouraging foster placements to remain within the Borough. The Director advised this would require a policy shift. It was noted that a policy of this kind would not necessarily produce the intended benefits for children in care.

Resources

The Director affirmed that proposals could be delivered.

Measures to mitigate if savings were not delivered are:

- A contingency of £4M to mitigate for a degree of slippage
- General balances if pressures cannot be contained within contingency

Committee's Areas of Enquiry:

- Contribution to Balances Not Required - The Director recommended that a contribution to balances would not be required this year as last year's targets had been delivered. Present balances held were in the region of £30M. Given this performance, the Director of Resources advised that, on this basis, this year's contingency provision was not required. Should circumstances change, this advice would be reviewed.
- Other Uses for Available Balances – it was projected that in the latter part of MTFS balances would grow because of under-spend. Once this had taken place the Council would be able to consider other uses for available balances.
- Income from Investments – the Council's investment advisors have advised that the Council's investments have been undertaken in the most prudent framework, they therefore recommend that the Council increase the period of investments within these chosen investment

areas.

- Fairness Commission – development of the proposal was underway.

Communities, Localities and Culture (CLC)

Budget proposals were based on the remodelling of many CLC services which aimed to maintain quality and service visibility.

- Aims:
 - to broaden ways of generating income review services and procure more effectively.
 - to share services with other authorities (noted that Partners also face budget pressures (e.g. the Police) therefore there was risk)
 - to explore how to work with the police through co-location.
 - to maximise on income from sharing expertise (e.g. expertise in events management)

Committee's Areas of Enquiry:

- Pest Control – Introduction of further changes to service charges. This had been risk assessed through monitoring the impact of previously introduced charges for other pest control services. The proposals for 2013/14 was to introduce charges for rat infestation treatments and increase charges for other infestation treatments in line with benchmarked charges in other authorities.
- Bulk Waste – Introduction of a £15 per bulk waste collection with a concession of two free collections per year for Housing Benefits claimants. Facilities at the Recycling Centre remain free to users.
- Ideas Stores Stock Fund – contracts have been negotiated with suppliers which will mitigate the impacts of the reduction in the fund and the reduction in purchased materials would be applied where there will be least impact. The Council worked through the London Libraries Consortium to maintain stock through which savings of 50% were achieved on book funding. The Committee remained concerned that marginal interests may not be met.
- Escalator for Car Parking Permits Removed – the surcharge for second and third residents' car permits was discontinued for equalities reasons. It was considered that the £10 surcharge for a second car was not a material consideration in the decision to own two cars. Also a simpler permit regime produced savings in administrative functions. However the Committee thought that equalities issues were not satisfied here.

Action: Written information on projected reduction in income resulting from the removal of the surcharges to be circulated by J. Blake,

Head of Public Realm

- Budget pressures were anticipated concerning the effects of the Olympic Games on CLC services.

Development and Renewal (D&R)

The Director explained that the net general Fund budget in this service area was relatively small because of charges to regeneration programmes and other capital schemes, and the HRA. Savings proposals were:

- release of the Anchorage House leasehold.
- statement of community involvement
- charging for the cost of street naming and numbering
- further transport and supplies and services related savings.

Committee's Areas of Enquiry:

- Savings on Planning Consultations – implications would be reported to Cabinet on 7 March 2012. There were proposals for more cost-effective forms of consultation e.g. electronic methods. While aiming to reduce costs, there was no intention to engage less or publicise less locally.
- Closure of Anchorage House – risks concerning projected savings from the closure of Anchorage House were queried. The Director of Resources advised that costs saved had already been agreed with the landlord.

Adults Health and Well-Being (AWHB)

Efficiencies of £10 million were proposed for the first phase of the MTFs.

Proposals included:

- Telecare and the extension of Telecare
- The comparative cost to authorities of care at home as balanced against the costs of institutional care

The risks were

- the effectiveness of electronic technology versus client isolation
- withdrawal of services after the closure of Aldgate Hostel. The service would be replaced with other smaller hostel services. It was noted that there was support for the closure as the type provision was out-dated and other smaller hostels were more successful for this type provision.

Committee's Areas of Enquiry:

- Impact of Benefits Cuts on Vulnerable People – modelling was being undertaken to identify people at risk.

- Impact of the New Service Provision Framework – whether there was an understanding of this (e.g. personalisation) on the service users. It was noted that some new models were better than traditional services and acknowledged that it would be necessary to monitor how service is being received.

Action written qualitative feedback on new models of service, how these were being received and their effectiveness to be provided by S Cody, Director AHWB

- Risks of Supporting People Contracts – the Committee expressed concern that driving down supporting people contracts would affect the pay of employees. The Director advised that terms and conditions of the tender enabled the Council to review staff accounts. Therefore the Council can monitor whether contract savings are being funded through reduced staff wages. There are checks and balances to ensure that contractors acted appropriately. Chair recommended that strong SLAs be established to protect employees of contractors engaged by the Council

RESOLVED

That the above comments of the Committee be referred to Cabinet

The meeting ended at 8.47 p.m.

Chair, Councillor Ann Jackson
Overview & Scrutiny Committee

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.00 P.M. ON TUESDAY, 7 FEBRUARY 2012

**ROOM 71, 7TH FLOOR, 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 Sirajul Islam
Councillor Zenith Rahman
Councillor Amy Whitelock
Councillor Helal Uddin

Co-opted Members Present:

Memory Kampiyawo – (Parent Governor Representative)
Jake Kemp – (Parent Governor Representative)
Rev James Olanipekun – (Parent Governor Representative)

Officers Present:

David Galpin – (Head of Legal Services (Community), Legal Services, Chief Executive's)
Michael Keating – (Service Head, One Tower Hamlets)
Stephen Murray – (Head of Arts and Events, Communities Localities & Culture)
Nick Smales – (Service Head Economic Development and Olympic Legacy, Development & Renewal)
Frances Jones – (Service Manager One Tower Hamlets, Chief Executive's)
Antonella Burgio – (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Stephanie Eaton and Co-opted Member Canon Michael Ainsworth.

2. DECLARATIONS OF INTEREST

Councillor Rachael Saunders declared a personal interest in respect of agenda item 6.1 in that she was a Board Member of the Bromley by Bow Centre

Councillor Zenith Rahman declared a personal interest in respect of agenda item 6.1 in that she was a Board Member of the Bromley by Bow Centre

Councillor Helal Uddin declared a personal interest in respect of agenda item 6.1 in that he was employed by the Bromley by Bow Centre

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 10th January 2012 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'

5.1 Cabinet Decision Called-in: Corporate and Commercial Events in Parks (CAB 061/112)

The Committee considered Cabinet Decision: Corporate and Commercial Events in Parks (CAB 061/112) which was called-in for further consideration.

The Committee considered the views and comments made by Councillor David Snowdon in presenting the call-in, the information given by Councillor Rania Khan, Cabinet Member for Culture, with Stephen Murray, Head of Arts and Events, in response to Councillor Snowdon's issues and their answers to the Committee's questions.

Councillor Snowdon (on behalf of the call-in Councillors) outlined the reasons for the call-in and responded to questions from the Committee. These are summarised below:

- a inconvenience and detriment of the community:
 - potential for disruption experienced
 - adverse impacts on regular sporting and recreational activities
 - exacerbated disruptive impacts resulting from restricted space and residential location of the proposed venues.

- greater demands on Council services during and after events
 - greater traffic nuisance.
- b the decision opposed a resolution made by Full Council on 21 September 2011:
- the Cabinet decision conflicted with the Council motion
 - pursuing the decision opposed the authority of Full Council
 - Isle of Dogs' residents opposed the proposal
 - costs had not been quantified
 - responses to Councillor Snowdon's enquires concerning costs had been unclear

Councillor Rania Khan, Cabinet Member for Culture, and Stephen Murray, Head of Arts and Events, responded to the concerns raised. The response and answers to the Committee' questions are summarised below:

- a Financial matters:
- money involved in delivering these events would be small
 - 10% of revenues from events would be reinvested in parks
 - the majority of events were intended to be small scale.
 - opportunities for showcasing new kinds of events and open new revenue streams would be created
 - no specific revenue target had been set
 - lessons learned from previous events management would be used in the delivery of events at the other venues
- b Neighbourhood Issues
- by designating areas within parks for events residents would retain access to the amenities
 - use of other venues would relieve pressure on Victoria Park
 - there would be opportunities for local organisations to participate
 - sports activities in parks were generally winter sports therefore the proposed events would have no impact on these
 - there were well established post-event procedures to deal with the reinstatement of venues
 - parks had been mapped out for suitability and collated data of what kinds of specific events would be suitable for specific parks could be made available
 - suitability of the parks would be based on a marketing exercise
 - access to children's facilities in John MacDougal Park would remain
 - the nature of events at each of the parks would be determined by the size of park and facilities available
 - no issues had been raised around local impacts but it was intended to use the parks appropriately for the spaces available
 - the proposal would help relieve pressure on Victoria Park
- c Governance Issues
- the proposal was aligned to the Parks policy, not contrary to it

- officers had not been tasked to undertake major consultation
- post-event debriefs would inform future management proposals

Stephen Murray agreed that data of indicative numbers and nature of events would be collated and provided to Committee Members 4-5 weeks hence

Action: Stephen Murray, Head of Arts and Events

The Committee considered the views and comments made by Councillor David Snowdon in presenting the call-in, the information given by Councillor Rania Khan and Stephen Murray in response to Councillor Snowdon's issues and their answers to the Committee's questions.

The Committee's discussion of the call-in brought forward the following views:

It was noted the Committee was not opposed to the use of the borough's other parks for community events in principle as it would bring people together and offered opportunities to generate revenue. Notwithstanding this, the following concerns remained:

- a Financial
 - the projected likely revenues had not been sufficiently estimated taking into account the likely capacity of the venues and numbers of events that would be required to achieve the expected revenue of £100,000.
 - only a small percentage of monies generated would be reinvested in the parks and there were no details of how this would be done
 - savings had been identified but no clear plan on how these would be attained.
 - there was no clear plan of how monies would be generated and how the events would be delivered
- b Neighbourhood
 - local concerns expressed to Ward Councillors had not been taken into account when proposals were formulated
 - the risk of adverse effects on residents had not been quantified
 - residents should have been consulted on the decision before proceeding to Cabinet
 - it was considered inappropriate to encourage visitors to the borough at the expense of residents
 - the Committee considered that suitability of parks for events could not properly be assessed without consulting residents
 - there was a risk that that there would be pressure in some parks for events every week
- c Governance
 - noting Council's resolution of 21 September 2011 concerning events in parks, it was felt that the decision opposed Full Council's authority and had not been well thought out

- the proposal contained no checks and balances
- the methods of implementation lacked detail

The Committee also wished the following points to be noted:

- the events could be beneficial as the Olympics would bring visitors to the borough
- in principle, the Committee supported the creation of opportunities to use park facilities but there needed to be more regard to residents' views
- there should be evidence of consultation with residents and consideration given to the community.

Having deliberated, Members of the Committee endorsed the reasons for the call-in. The Committee agreed that the provisional decision be referred back to Cabinet asking that (while there was no objection to the decision in principle) further consideration should be given on the basis of the views and concerns expressed.

RESOLVED

1. That the Overview and Scrutiny Committee endorsed the call-in on the basis of that, in taking the decision, issues of nuisance, planning and consultation had not been properly addressed.
2. That the Cabinet Decision called-in "Corporate and Commercial Events in Parks (CAB 061/112)" be referred back to the Cabinet noting that the Committee did not wish the decision to be reversed but that it be considered again in the context of the comments made

6. REPORTS FOR CONSIDERATION

6.1 Enterprise Strategy

Councillor Shafiqul Haque, Cabinet Member for Jobs and Skills, and Nick Smales, Service Economic Development and Olympic Legacy, introduced presented the report circulated at agenda item 6.1.

The Committee received a presentation from Nick Smales, Service Head, Economic Development and Olympic Legacy, which set out the socio-economic data that informed the Strategy, challenges to the borough's enterprise economy and actions to achieve its aims.

The Committee was invited to comment on the Strategy prior to its submission to Cabinet and then to Council. The following comments were recorded:

The Committee:

- supported the aims and objectives of the Strategy which provided a context for the maintenance of a vibrant and growing economy that benefited the local population.
- was pleased to note that the findings of the Scrutiny Review into Small and Medium Sized Business 2010-11 had been incorporated into the strategy.
- recommended that the Council encourage the establishment of a unified business forum to support local business needs and innovations in the environment of competition from larger more powerful businesses that operated within the borough.
- recommended that the Council explore how to support the growth of social enterprises and SME enterprises. It was noted that funding for enterprise had declined in recent years.
- proposed that an assessment be undertaken of social enterprises established through grant funding and their sustainability to determine reasons for success or failure and what lessons could be learned in terms of future support.
- recommended that the Council explore ways of incorporating vocational training into schools education programmes.
- recommended that the Council liaise with Rainbow Hamlets to explore what support could be given to enterprises owned by the lesbian, gay and bisexual community
- was pleased to note that S106 benefits had been channelled to SME support and requested that this be pursued.
- recommended that the Strategy facilitate health economy enterprise opportunities to be exploited.
- that innovative support for start-up enterprises be promoted e.g. subsidised leases
- recommended that the Council explore with proprietors how to return underused enterprise spaces in the borough to activity .

RESOLVED

That the comments of the Committee be referred to Cabinet as part of the Budget and Policy Framework.

6.2 Covert investigation under the Regulation of Investigatory Powers Act 2000

David Galpin, Head of Legal Services - Community presented the report circulated at agenda item 6.2 which reported the Council's use of covert investigation powers under the Regulation of Investigatory Powers Act 2000 (RIPA).

The following matters were highlighted:

- the following outcome of surveillance CS0002, detailed at paragraph 3.18 was reported at the meeting. At trial the perpetrator had pleaded

guilty to the offence for which the surveillance had been undertaken and a sentence would be handed down on 10 February 2012.

- although there had been no RIPA activity in quarter three, the Council was still pursuing enforcement proactively.
- the Council might expect some increased visitors in locations where touting is an issue during the forthcoming Olympics. However enhanced enforcement activity was being planned for those locations.

RESOLVED

That the report be noted.

7. VERBAL UPDATES FROM SCRUTINY LEADS

The following updates were provided:

Councillor Islam reported that the Review of Resources had been scoped.

Councillor Whitelock reported that the Review of Children's Centres – Early Years had been scoped. Meetings and visits were scheduled in March 2012 and a report prepared in April 2012.

Councillor Saunders reported that a challenge session on the merger of the three hospitals would be pursued once the Trust had responded to the proposed judicial review. In addition, the Health Scrutiny Panel wished to refer its reports on two consultation events "LAP 5 And 6 Health Event" and "Health Scrutiny Panel Adult Social Care Review Event" to Overview and Scrutiny Committee.

Councillor Archer reported that he was to meet with the Assistant Chief Executive (Legal Services) to pursue his review of 'East End Life'.

RESOLVED

That the verbal updates be noted

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

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

RESOLVED

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

Agenda Item 8.1 (Enterprise Strategy (CAB 068/112)).

- 1) How was the consultation on the enterprise strategy carried out, who was consulted and who replied?

Agenda Item 11.5 (New Partnership Structures (CAB 075/112))

- 1) What measures have been taken to ensure that the community champions who will chair the new local forums are reflective of the local community, and are diverse in race and gender? Previously LAP chairs were elected from the people who chose to be on the LAP and SNT chairs are currently elected by local residents who attend the SNT. Why has it been decided to have a different method for selecting the Community Champions, who will have a similar role? Please describe the process for selecting the new community champions.
- 2) Regarding neighbourhood agreements. What measures have been taken to ensure that the funding available for neighbourhood agreements is distributed evenly across the borough? How will the Council ensure that this resource is distributed in a way that reflects the diversity of our communities? I.e geographical spread, broad ethnic representation and a fair representation of our most deprived geographical areas?
- 3) How will the new partnership structure, where the majority of people who are not formal representatives of public bodies or similar are organised on a geographic basis ensure representation of important cross borough groups whose specific experience of services needs a voice such as disabled or LGBT people?
- 4) How much will each of the borough wide events, Mayor's assemblies, cost?

8.1 Mayoral Decisions

The following updates were provided:

The Chair had agreed that a report concerning Thames Tideway Tunnel be considered at Cabinet on 8th February 2012 under urgency / preclusion of call-in provisions based on the need to protect the Council's and public's interest in relation to the consultation response. A further report on this matter was anticipated.

The Chair had not received a response from the Mayor to her letter attached at Appendix 2 of the report concerning the lack of proper consideration and discussion of Scrutiny responses at Cabinet relating to call-in: "Contract for 2012 Olympic Festival Live Site (Mayor's Decision Log No 009)". The Chair advised that a response would continue to be pursued.

The Chair had received a response from the Assistant Chief Executive Legal Services on the subject of 'what comprises a key decision' arising from the

consideration of the Mayoral decision called-in: 'Housing Stock Options Appraisal (Mayor's Decision Log No 013)'. The Chair advised that in her view a full answer had not been provided and she intended to further pursue this matter. Additionally she had not been notified of the status of the referred decision and therefore intended to pursue this matter also.

The Chair invited Members of the Committee to submit any additional questions they might wish concerning the above call-in matters

RESOLVED

That the verbal update be noted.

8.2 OSC Comments on Budget Proposals

The Committee was asked to note the report circulated at the meeting containing OSC comments on the initial budget proposals. This would be presented at Cabinet. Members were invited to consider whether they wished add any further comments.

RESLOVED

That OSC comments on the initial budget proposals be noted.

9. OSC ANNUAL REVIEW PROCESS

Frances Jones, One Tower Hamlets Service Manager, presented the report circulated at agenda item 9 which asked the Committee to agree a process for producing the OSC Annual Review 2011-12.

Members were requested to respond individually to the questions at section 3.4 and submit these by mid-March 2012.

A session hosted by the Centre for Public Scrutiny would be held in April 2012. Following this, the Annual Review report would be produced and presented to the Committee in May 2012.

RESOLVED

1. That the proposal to work with the Centre for Public Scrutiny to review the year and consider ways in which the Committee could increase its effectiveness be approved
2. That it be agreed that all Overview and Scrutiny Committee Members will contribute individual responses to questions in paper.

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

Nil items.

The meeting ended at 9.10 p.m.

Chair, Councillor Ann Jackson
Overview & Scrutiny Committee

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.00 P.M. ON MONDAY, 13 FEBRUARY 2012

**C1, 1ST FLOOR, 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:

Rev James Olanipekun – (Parent Governor Representative)

Officers Present:

David Galpin – (Head of Legal Services (Community), Legal Services, Chief Executive's)
Michael Keating – (Service Head, One Tower Hamlets)
Andy Bamber – (Service Head Safer Communities, Communities, Localities & Culture)
Peter Hayday – (Interim Service Head, Financial Services, Risk and Accountability)
Antonella Burgio – (Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Amy Whitelock.

The Committee noted, Cabinet Member for Resources, Councillor Choudhury's apologies and his invitation to the Chair to meet informally to respond to any further questions.

2. DECLARATIONS OF INTEREST

No declarations of personal or prejudicial interests were made.

3. REQUESTS TO SUBMIT PETITIONS

Nil items.

4. REPORTS FOR CONSIDERATION

4.1 General Fund Capital and Revenue Budget and Medium Term Financial Plan 2012-15 (Revised Proposals)

The Committee received a summary of the amended budget proposals 2012-13 based on the decisions of Cabinet at its meeting on 8 February 2012.

The Committee noted Councillor Choudhury's apologies and his invitation to the Chair to meet informally to respond to any further questions.

Funding for Proposed Alternative Options:

Funding for Alternative Options (a) to (f) agreed by Cabinet was based on the resources identified by the Corporate Director, Resources. Details were circulated at Appendix 1 of the report.

Peter Hayday, the Service Head, Financial Services, Risk and Accountability, explained the decisions made by Cabinet on 8 February.

There was a difference between the sum published for proposal (e) which was due to a rounding up of the sum for the delivery of ESOL classes; actual funding for this proposal was £245,000.

Further clarity was provided on proposal (f) as follows:

- £1.3 million from Area Based Grant reserves which were currently unallocated and could be used for other matters
- £100,000 from Partnership monies previously earmarked to fund redundancies but no longer required for this purpose.
- £280,000 of monies earmarked for employment initiatives in last year's budget which had yet to be allocated.
- £350,000 from a saving in the Authority's staffing budget resulting from the industrial action on 30 November 2011.

An update of the list of earmarked reserves at Appendix 6.3 "Projected Movement in Reserves March 2011 to March 2015" on p. 188 of the budget papers would be provided to the Committee after the meeting.

Committee's Areas of Enquiry:

The Committee was informed that:

- Selected alternative options were identified by the Mayor and funding sources agreed through the Chief Executive.
- Earmarked Area Based Grant reserves - monies identified in the category of other corporate earmarked reserves listed at appendix 6.3 of the budget document pack 2012 – 13 (8th February) totalling £1.3 million are unused monies from the previous year. The original purpose of funds was not outlined in the budget proposal.
- Projected future reserves - sums shown at Appendix 6.3 of the Budget 2012/13 Document Pack (Cabinet 8 February) are indicative therefore the profile of the data will change as reserves are drawn down.
- The composition of the £151.8 million reserves at 31 March 2011 are published in the Council's final audited accounts and have been available since September 2011.

Proposal to Fund 17 Police Officers for 3 Years:

Collaborating with the Borough Commander, additional police officers have been secured. £1.485 million is to be allocated to fund 17 the officers over the next three years. Officers would be subject to joint tasking by the Borough Commander and the Council's Community Safety Team and focus on drug related crime, organised crime and antisocial behaviour.

Committee's Areas of Enquiry:

- The use of these additional officers would be covered by existing partnership arrangements. Through the existing biweekly joint tasking meetings with the Metropolitan Police; the Council will have influence on how officers are deployed.
- The Partnership Taskforce was monitored on a fortnightly basis and presently comprised one inspector, two sergeants and thirteen constables. Five new constables would be added to this.
- The Taskforce was funded under the terms of the Section 92 agreement from July 2011 to July 2013.
- The Metropolitan Police remained committed to maintaining the SNTs. The additional Police officers should enhance existing work.
- The Council and Police must consider how the additional resources will provide added value. By using the additional constables in specific areas or to deal with a particularly difficult problem, they could deliver more effective outcomes.
- A London policing plan has been prepared for the Olympics period.

Local officers will be on duty and additional resources from across the country also deployed. In the period prior to the Olympics a programme of work will be developed to ensure the Council's enforcement officers will complement the work of the Police.

- The Borough Commander had not indicated that the borough would be affected by any reduction in staffing levels.
- The Chair noted with concern that the additional police officers were partly being funded by £280,000 of monies earmarked for employment initiatives which are important for local residents.

Proposal for After-school Patrols & Victim Support:

Andy Bamber, the Service Head, Safer Communities, had researched victim support and after-school patrol services available. In the past the after-school patrols had been resourced by the Communities Fund but this was being reviewed. The patrols would deal with incidents of after-school crime.

The alternative options proposal (d) (i) includes funding for two dedicated borough-based victim support officers for the next three years,

Committee's Areas of Enquiry:

- Whether other types victim support could be explored such as working jointly with RSLs to see if better value for money could be obtained

Proposal for Development of Energy Co-operative:

Proposals had not yet fully been developed.

Committee's Areas of Enquiry:

- Whether many residents will benefit from the £30,000 allocated to support the development of an energy co-operative to help council tenants and residents in fuel poverty.

Committee's General Comments:

The Committee found that, upon enquiring, a number of the proposals were found not to be supported by definite plans which outlined clearly an understanding of the potential benefits to residents. The Committee was also concerned as to numbers of Police funded by the Metropolitan Police Service, and those funded by the borough, and how they would be tasked.

RESOLVED

That the above comments of the Committee concerning the revised budget proposals be referred to Mayor Rahman and then to Council.

4.2 Treasury Management Strategy statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2012-13 (Revised Proposals)

Nil items.

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

Nil items.

The meeting ended at 7.35 p.m.

Chair, Councillor Ann Jackson
Overview & Scrutiny Committee

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Agenda Item 5.1

Committee: OVERVIEW AND SCRUTINY	Date: 6 March 2012	Classification: Unrestricted	Report No.	Agenda Item No.
Report of: Service Head, Democratic Services Originating Officer(s): Antonella Burgio, Democratic Services		Title: Cabinet Decision Called-in: New Partnership Structures Wards: All		

1. SUMMARY

- 1.1 The attached report of the Corporate Director (Communities Localities & Culture) was considered by the Cabinet on 8th February 2012 and has been "Called-In" by Councillors Bill Turner, Anwar Khan, Joshua Peck, Rajib Ahmed, Shiria Khatun, Denise Jones and David Edgar, in accordance with the provisions of Part Four Sections 16 and 17 of the Council's Constitution.

2. RECOMMENDATION

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

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

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

Brief description of "background paper"

**Cabinet Report CAB 075/112 –
8 February 2012**

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

Antonella Burgio

0207 364 4881

3. BACKGROUND

- 3.1** The request to call-in the Cabinet's decision dated 17th February 2012 was submitted under Overview and Scrutiny (O and S) Procedure Rules Sections 16 and 17. It was considered by the Assistant Chief Executive, Legal Services who has responsibility under the constitution for calling in Cabinet decisions in accordance with agreed criteria. The call-in request fulfilled the required criteria and the decision is referred to Overview and Scrutiny Committee in order to consider whether or not to refer the item back to the Cabinet, at its meeting on 7th March 2012, for further consideration. Implementation of the Cabinet decision is suspended whilst the call-in is considered.

4. THE CABINET'S PROVISIONAL DECISION

- 4.1** The Cabinet after considering the report attached, at Appendix 1, provisionally decided:-

- "1. That the proposed approach to the Partnership Structure set out in section 6 of the report (CAB 075/112) be agreed and the following also be agreed: –*
- (a) The Partnership Executive and Partnership Board functions be rationalised as set out in paragraph 6.1 of the report.*
 - (b) Community Plan Delivery Groups (CPDGs) be updated as set out in paragraph 6.2 of the report, with directorate responsibilities as specified in paragraph 6.3.*
 - (c) Agree the arrangements for Mayor's assemblies and local forums.*
- 2. That the terms of reference detailed in Appendix 1 to the report (CAB 075/112) be agreed; and*
- 3. That the costs and timetable for the implementation of the new partnership arrangements, as set out in paragraph 6.31 of the report (CAB 075/112) be agreed."*

4.2 Reasons for Decisions

These were detailed in paragraph 3.1 of the report (CAB 075/112) and stated that "The Mayor is committed to ensuring greater levels of community engagement, empowerment and accountability across the Partnership. The Council must also ensure that the Partnership continues to align service delivery infrastructure with new government policy seen in a number of landmark pieces of legislation introduced by the coalition government including the Localism Act 2011, the Police Reform and

Social Responsibility Act 2011 and the Health and Social Care Bill 2011.”

4.3 Alternative Options Considered

These were detailed fully in paragraph 4 of the report (CAB 075/112); in summary the options were:

- “1 *Take No Action - The current structure is no longer entirely fit for purpose in a number of areas. Doing nothing would hinder ability to engage with residents and reduce ability to provide appropriate services. It would also risk reputational damage and adversely impact our ability to work with partners effectively and in a joined up way.*

- 2 *Partial Restructure - It would be possible to implement a Partnership structure refresh but with fewer local forums. Disadvantages would be*
 - *reduced accountability and*
 - *might create disproportionate representation in different parts of the borough*
 - *a less responsive partnership offer and*
 - *less sensitive to the needs of the borough from an equalities perspective*
 - *unable to create efficiencies from aligning Local Forums with current SNT ward forums to create a dual structure*

- 3 *Organise Mayors assemblies on a solely geographic rather than themed basis - Such an approach would militate against the development of the cross cutting themes and joint working to address the issues faced by our community.”*

5. REASONS / ALTERNATIVE COURSE OF ACTION PROPOSED FOR THE ‘CALL IN’

5.1 The Call-in requisition signed by the five named Councillors gives the following reason for the Call-in:

- “1. *We are concerned at the arrangements at the New Partnership Structures, especially the extent to which they ensure accountability of the Mayor, genuinely empowers local residents and involves other local elected representatives. We also have concerns over the costs and effectiveness of such spending on these new structures.*

2. **PRINCIPLES OF NEW PARTNERSHIP STRUCTURES**

- 2.1 *The cabinet report notes a briefing paper published by IDEA, which highlights a new focus around partnership working; accountability, localism and devolution and helping people and communities do more for themselves.*

- 2.2 *We support these principles, but do not believe that the new structures reflect these or will ensure that they are achieved – especially in relation to accountability and localism and devolution.*

Accountability

- 2.3 *There appears to be little accountability of the Mayor or the council built into these structures, but rather events which promote the achievement of politicians, in particular those of the Executive Mayor.*
- 2.4 *The Partnership Executive and Community Plan Delivery Groups (CPDGs) have drawn heavily on senior officers of the council and other partner (e.g. Police, NHS) for their membership. These are not often directly accountable to local residents.*
- 2.5 *In contrast, membership composition of elected members is very narrow and light, despite them being more directly accountable for local services to residents. Formal participation of non-Cabinet members is a cause for concern and undermines notions of accountability in these new structures.*

Localism and Devolution

- 2.6 *Replacing the LAP system which provided local governance for paired wards (and in one case three wards) with a system which combines four wards (and in one case five wards) as paired LAPs provides a less localised focus for partnership structures.*

3. CITIZEN ENGAGEMENT STRATEGY

- 3.1 *The report refers to a 'Citizen Engagement Strategy' which cabinet members have been consulted upon.*
- 3.2 *The report does not explain why only advisory cabinet members have been consulted and not councillors more widely. This is particularly ironic, and especially concerning, given this cabinet report and decision is regarding partnership working.*
- 3.3 *More opportunity for OSC and non-cabinet councillors should have been made available for input, feedback of both the Citizen Engagement Strategy and this paper on*

4. MAYOR'S BUDGET CONGRESS AND MAYOR'S PRIORITY/PARTNERSHIP ASSEMBLY

Mayor's Budget Congress

- 4.1 *Decision making responsibility for the budget is a matter reserved to full council. Therefore such an event, if it goes ahead, should include*

all councillors or as a minimum ensure cross party representation, relative to the political composition of the council.

Mayor's Priority Assembly

- 4.2 *The Mayor's Priority Assembly is described as being 'focussed on the Mayor's priorities and pledges and will provide an opportunity for the Mayor to communicate achievements'*
- 4.3 *It does not appear that this event will provide much opportunity for local residents to robust hold the Mayor to account over delivery. Nor does it appear to provide sufficient opportunity for local residents to feed into and influence the development and monitoring of these so called priorities.*
- 4.4 *The report says that the morning sessions will 'include activities for key target groups' but does not define these target groups.*

Mayor's Partnership Assembly

- 4.5 *The Mayor's Partnership Assembly appears to be a public relations event, rather than an involvement of local residents in genuine decision making. It includes a question and answer session with Cabinet members, but these members are only advisory so do not enhance accountability for local residents to be able to questions executive councillors which have no more decision making powers and responsibility than non executive councillors.*
- 4.6 *The assemblies as a whole, the report states will 'determine local priorities' and 'reflect the local demographic profile of the community'. The report does not explain how either of these will be achieved or have further explanation.*

5. PARTNERSHIP EXECUTIVE

- 5.1 *Diversity*
- 5.2 *Officer led*

6. LOCAL FORUMS

- 6.1 *There is little reference to the role of local councillors. Despite these structures which are purportedly designed to encourage a partnership approach, the report suggests local councillors, who should participate in local decision making and be accountable, will have minimal input and participation.*
- 6.2 *By contrast with reference to Neighbourhood Agreements there appears to be a contradiction. It suggests that the council will offer 'greater levels of accountability from ward councillors' but not the*

Mayor and not increasing the councillors participation in terms of increasing accountability through these structures.

6.3 *There is a lack of explanation on the role, appointment and powers of 'Community Champions'.*

7. COST

7.1 *There is a lack of detail on the finances. The report suggests 'it may be necessary to allocate additional resources in 2012/13', but provides no indication of what these costs might involve, nor of what the anticipated amount of additional funding required might be."*

5.2 The requisition also proposed the following alternative course of action:

"That the Mayor gives further consideration to this matter and brings forward new proposals that address the reasons given for the call-in."

6. CONSIDERATION OF THE "CALL IN"

6.1 Having fulfilled the call-in request criteria, the matter is referred to the Overview and Scrutiny Committee in order to determine the call-in and decide whether or not to refer the item back to the Cabinet at its next meeting. The implementation of the Cabinet decision regarding "Olympic Games Parking and Traffic Management Issues" is suspended pending the Committee's decision in accordance with call-in procedures.

6.2 The following procedure is to be followed for consideration of the "Call In":

- (a) Presentation of the "Call In" by one of the "Call In" Members followed by questions.
- (b) Response from the Lead Member/officers followed by questions.
- (c) General debate followed by decision.

N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 5 June, 2007, any Member(s) who presents the "Call In" is not eligible to participate in the general debate.

6.3 It is open to the Committee to either

- resolve to take no action which would have the effect of endorsing the original Cabinet decision(s), or
- the Committee could refer the matter back to the Cabinet for further consideration setting out the nature of its concerns and possibly recommending an alternative course of action.

APPENDIX 1

Committee/Meeting: Cabinet	Date: 8 th February 2012	Classification: Unrestricted	Report No: CAB 075/112
Report of: Stephen Halsey, Corporate Director Communities Localities and Culture Originating officer(s) Shazia Hussain, Service Head Localisation		Title: New Partnership Structures Wards Affected: ALL	

Lead Member	Mayor Lutfur Rahman
Community Plan Theme	One Tower Hamlets
Strategic Priority	Reducing Inequalities Work efficiently and effectively as One Council

1. SUMMARY

1.1 The existing Partnership structure has served the Council well but there is a growing consensus across the partnership that it needs updating to keep pace with local and national priorities and the fairly radical changes to the public sector organisational environment.

A range of potential changes have been discussed with representatives from partner organisations and within the Council and this report provides Cabinet with details of the preferred Partnership structure, terms of reference and proposals for new forums within the Partnership. It details how current local and national circumstances present a timely opportunity to update the Partnership structure to increase engagement opportunities for those who live and work in the borough and meet the aspirations of the Mayor to make services more relevant and responsive to the communities they serve.

The options and recommendations in this paper are responding to a number of drivers, including:

- the aspiration to remain at the cutting edge of Government policy
- the Mayor's desire to have a more locally focused Partnership which delivers more citizen centric services and helps to align the delivery of the Community Plan priorities with the Mayor's priorities at a community level
- the need to link the Partnership more directly to our approach to service localisation

- 1.2 The proposed improvements to the partnership structure are built upon the recommendations made in the Tower Hamlets Citizen Engagement Strategy.

2. DECISIONS REQUIRED

The Mayor in Cabinet is recommended to –

- 2.1 Agree the proposed approach to the Partnership Structure set out in section 6 of the report and agree that –
- (1) The Partnership Executive and Partnership Board functions be rationalised as set out in paragraph 6.1.
 - (2) Community Plan Delivery Groups (CPDGs) be updated as set out in paragraph 6.2, with directorate responsibilities as specified in paragraph 6.3.
 - (3) Agree the arrangements for Mayor’s assemblies and local forums.
- 2.2 Agree the terms of reference in Appendix 1.
- 2.3 Agree the costs and timetable for the implementation of the new partnership arrangements as set out in paragraph 6.31 of the report.

3. REASONS FOR THE DECISIONS

- 3.1 The Mayor is committed to ensuring greater levels of community engagement, empowerment and accountability across the Partnership. The Council must also ensure that the Partnership continues to align service delivery infrastructure with new government policy seen in a number of landmark pieces of legislation introduced by the coalition government including the Localism Act 2011, the Police Reform and Social Responsibility Act 2011 and the Health and Social Care Bill 2011.

4. ALTERNATIVE OPTIONS

- 4.1 No Action:
The current structure is no longer entirely fit for purpose in a number of areas specific to resident engagement or involvement and requires a refresh. Doing nothing would hinder the Council and its partner’s ability to engage with residents of Tower Hamlets and reduce our ability to provide appropriate services for local residents. It would also risk reputational damage and have an adverse impact on our ability to work effectively and in a joined up way with our partners.
- 4.2 Partial Restructure:
It would be possible to implement a Partnership structure refresh but with fewer local forums. However, this would reduce the accountability of the approach with the potential to create disproportionate representation in different parts of the borough. Fewer forums would result in a less responsive

partnership offer and, from an equalities perspective, would be less sensitive to the needs of the borough. The proposed structure for Local Forums is based on creating efficiencies by aligning with the current SNT ward forums. If we reduced the number of Local forums we would not be able to align the two structures and create a dual structure that would be more costly to operate and create duplication, rather than streamlining, in the current climate of efficiencies.

- 4.3 It would be possible to organise Mayors assemblies on a solely geographic rather than themed basis. However such an approach would militate against the development of the cross cutting themes and joint working to address the issues faced by our community.

5. BACKGROUND

- 5.1 The Local Strategic Partnership (LSP) was launched in 2001. It has served the Council well, not least by bringing together key local stakeholders to improve services for those who live and work in the borough and taking overarching responsibility for developing and delivering the borough's Community Plan. However, a number of factors mean that the time is now right to review these arrangements.
- 5.2 The national and local picture for Local Strategic Partnerships has shifted significantly over the last year or two, with many LSPs reducing their roles and responsibilities. The end of Working Neighbourhood Fund (WNF) grant in April 2011 has resulted in greatly reduced funding to support the Partnership and created the need to rationalise and streamline structures to meet the new efficiency agenda.
- 5.3 In terms of national policy there is an increasing focus on empowering citizens to both shape strategic priorities at a local level and to take greater responsibility for improving outcomes for residents in their localities. This focus can be seen in a number of landmark pieces of legislation introduced by the coalition government including the Localism Act 2011, the Police Reform and Social Responsibility Act 2011 and the Health and Social Care Bill 2011.
- 5.4 In addition, over the last two years there has been a systematic stripping away of the top-down requirements which have historically dictated much of the structure and focus of local partnerships. The abolition of the Comprehensive Area Assessment (CAA), Public Service Agreements (PSAs), Local Area Agreements (LAAs) and reporting on National Indicators (NIs) has freed council's and their partners from a range of reporting requirements - allowing greater opportunity to innovate locally and develop more meaningful measures and more local priorities.
- 5.5 These national level changes are leading to councils across the country reconsidering their local strategic partnership arrangements. A briefing paper published by IDEA noted that:

“The reduction in ‘top-down’ prescription coupled with a Coalition view on the ‘localism’ agenda, is fundamentally re-directing the focus for partnership working. We are seeing:

- much greater emphasis being placed on ‘outward accountability’ – being held to account by the citizen rather than by Whitehall (data and transparency agenda);
- renewed interest in localism and devolution – and ensuring issues are addressed at the lowest practicable spatial level (principle of subsidiarity); and,
- a shift towards adopting more of an ‘enabling’ role – helping people and communities do more for themselves and each other (‘Big Society’)”

5.6 Moreover, it is not just the national picture that is changing. With a new elected Mayor in post the time is right to reconsider the structure and purpose of local partnership and accountability arrangements. The Mayor is committed to the development of structures that support improved consultation and opportunity for local people to influence decision making. Additionally, the clear feedback from cabinet members on the Citizen Engagement Strategy has been to ensure we have tangible and accountable ways to demonstrate the actual application of the Strategy - and that this should be done through a more resident focused, localised and community-led partnership structure.

5.7 These local and national drivers mean the timing is right for our Partnership to review its successes and ensure its future structure is fit for purpose. In particular, the role of local forums and residents needs to be carefully reviewed to maximise citizen focussed engagement in the planning of localised activities.

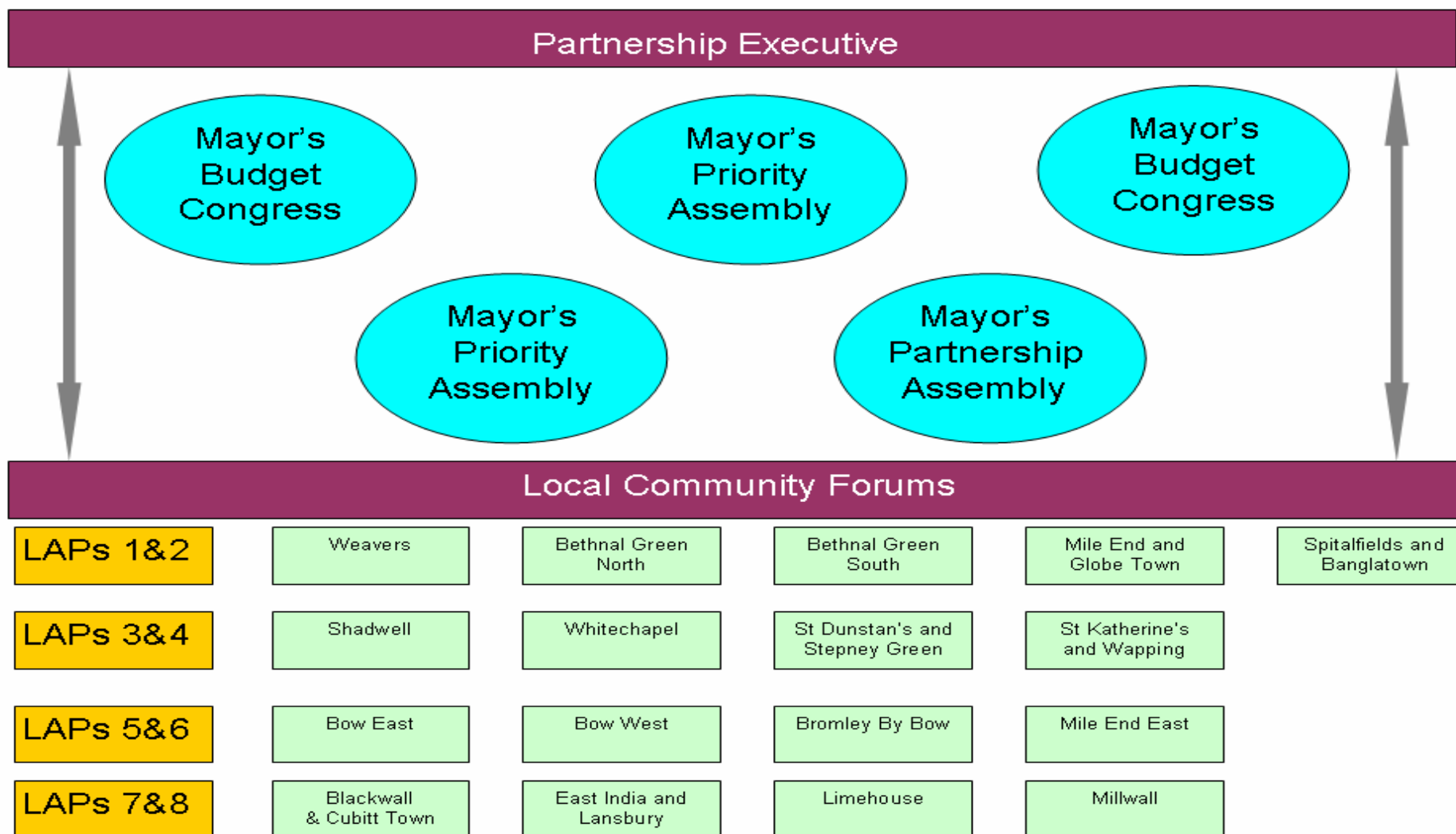
5.8 In reviewing our partnership arrangements it will be critical both to embrace new ways of working, and to build on what has worked successfully in the past. The relationships with both the PCT and the Police are a strength of the existing partnership and new arrangements should provide opportunities to develop these further. The PCT currently operates Local Health Networks on a paired LAP basis to provide local accountability for health services. The PCT have already flagged their interest in being part of a more localised structure for the borough through local forums – indicating a further opportunity to join up local public service delivery. The Police also have a localised structure based on paired LAPs and ward panels to engage residents in setting local police priorities. The MPS has confirmed its commitment to join up any new local partnership forums with their existing ward panels

5.9 In November 2010 the responsibility for partnership management passed to the Chief Executive’s Department from Communities Localities and Culture. CLC is now the established corporate lead on Service Localisation and has strong operational links with all of the Boroughs key partners. For these reasons it is has been agreed that responsibility for the strategic development,

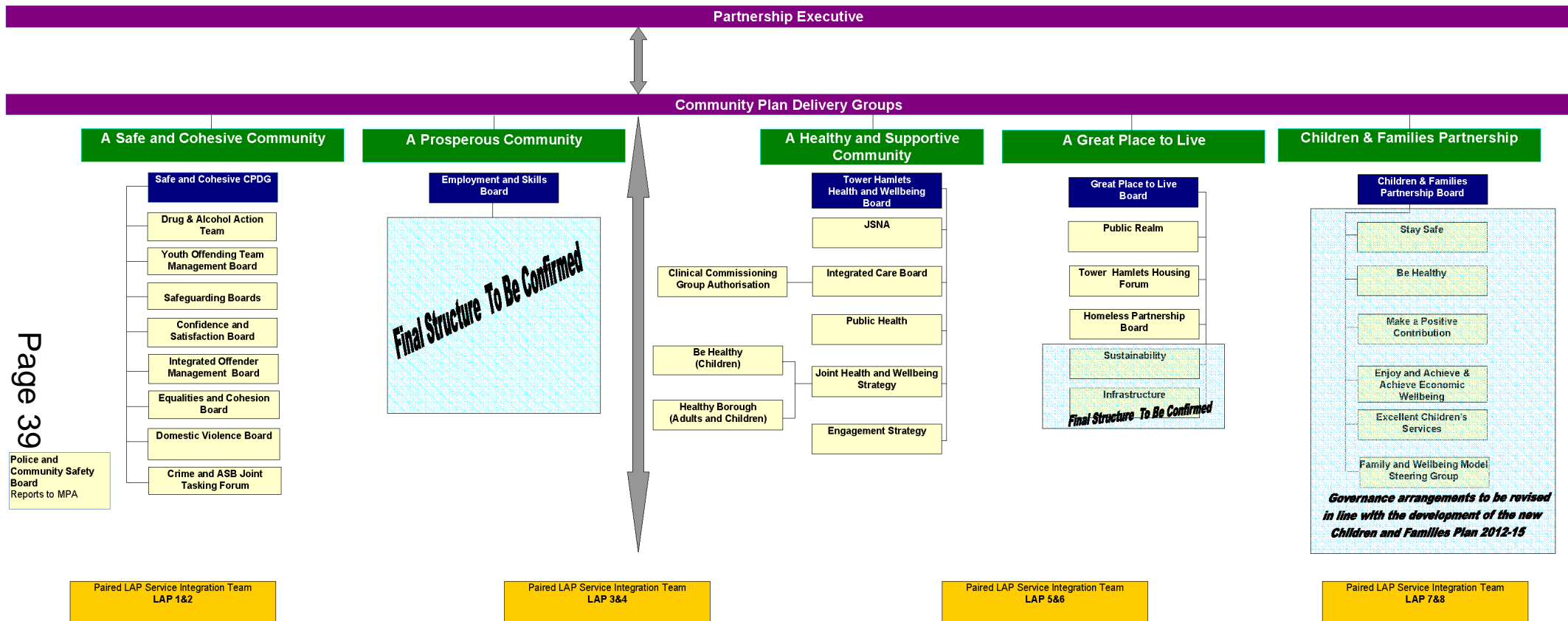
management, support and governance arrangements for the Partnership revert back to Communities Localities and Culture. Whilst performance management and reporting within the Partnership will be vested with CLC, the council's Strategy and Performance team has responsibility to the Council for overseeing the development and delivery of the Community Plan and the Performance Management and Accountability Framework. It is through this that the Partnership Executive will monitor the work of the Community Plan Delivery Groups. The Strategy and Performance Team will attend the Executive and advise on strategic performance relative to the Community Plan and provide support to enable the Executive to fulfil its role. The management and administration of Corporate Council performance reporting responsibilities will remain the responsibility of the Council's Strategy and Performance team. For the purposes of corporate reporting CLC Partnership officers will work closely with the Corporate SPP function to establish the relevant protocols, formats and working arrangements.

- 5.10 The suggested structure, outlined in this paper, is detailed over the following two pages:

Partnership Engagement Structure



Partnership Operational Framework



6. BODY OF REPORT

The Partnership Executive and Partnership Board

- 6.1 Currently the Partnership Executive acts as the governing body for the Partnership, agreeing priorities and monitoring performance against the Community Plan targets and holding the Partnership to account through the active involvement of local residents. The Partnership Board provides performance challenge and strategic leadership for cross cutting themes and issues across the Partnership. The membership and role of the Partnership Executive and Board is, in many cases, duplicated. In order to reduce the number of meetings and associated officer time it is recommended that the Partnership Executive and Partnership Board are combined. The merger of these strategic governance structures would not compromise our excellent service standards but would have the benefit of creating a more streamlined decision making process - and reduce the administrative and resource burden. This would focus the activity of the members of the new Partnership Executive into 4 meetings per year – at the beginning of each financial quarter. Full proposed terms of reference are included in appendix 1 of this report but the attendance is as follows:

Name	Organisation/ Group	Position
Lutfur Rahman	London Borough of Tower Hamlets	Mayor / Chair of Partnership
Alibor Choudhury	London Borough of Tower Hamlets	Lead member for resources
Aman Dalvi	London Borough of Tower Hamlets	Interim Chief Executive
Jane Milligan	NHS East London & City	Tower Hamlets Borough Director
Paul Rickett	Metropolitan Police	Borough Commander / Safe & Supportive CPDG partner co-chair
Steve Halsey	London Borough of Tower Hamlets	Corporate Director Communities, Localities & Culture and COO for Safe and Cohesive CPDG
Isobel Cattermole	London Borough of Tower Hamlets	Acting Corporate Director Children & Families and COO Children and Families Partnership
Stephen Cody	London Borough of Tower Hamlets	Interim Corporate Director Adults Health & Well Being and COO for Health & Well being Board
Jackie Odunoye	London Borough of Tower Hamlets	Acting Corporate Director Development & Renewal and COO for Employment & Skills Board and Great Place to Live CPDG
Bruce Epsly	Fire Brigade	Borough Commander
Graham Houghton	Jobcentre Plus, East London District	City and East London District Manager
Gavin Cansfield	Tower Hamlets Homes	Chief Executive
Mike Tyrrell	Tower Hamlets Housing Forum	THHF Chair/ GPtL CPDG partner co-chair
Khadiru Mahdi	Tower Hamlets Council for Voluntary Sector	Chief Executive

Dr Sam Everington	GP Consortia	Chair of the GP Consortia Network
Alan Green	Tower Hamlets Interfaith Forum	Chair of the Tower Hamlets Interfaith Forum
Liam Kane	East London Business Alliance (ELBA)	Chief Executive of ELBA

The Community Plan Delivery Groups

6.2 The Community Plan Delivery Groups (CPDGs) facilitate effective practitioner-level cooperation between the Council and Partners and it is proposed that they should continue to undertake this important function. The following CPDGs will be included in the Partnership structure:

- **A Great Place to Live**
- **Children and Families Partnership**
- **Tower Hamlets Health and Wellbeing Board** – A Statutory Board
- **Employment and Skills Board**
- **Community Safety Partnership** – A Statutory Board

6.3 It is intended that three of the five CPDGs (Health and Wellbeing Board, Employment and Skills Board and Community Safety Board) will be Chaired by the Mayor, Cabinet member or other appropriate deputy. Each CPDG will be encouraged to consider greater involvement by service users and Community Champions.

6.4 Chief Operating Officers within directorates already have responsibility for leading the CPDGs and it is proposed that this responsibility remains. It is important to have the high level leadership that these officers provide and to ensure that the CPDGs are linked with the most appropriate lead Council directorate. However, Chief Operating Officers would need to continue to ensure that they provide appropriate levels of support to CPDGs so that they continue to be a successful element of the structure. The new structure will provide greater freedoms and opportunities for each CPDG to create locally appropriate and relevant action plans, addressing cross-cutting issues. Current terms of reference for these groups are included in appendix 1 of this report.

The Mayor's Assemblies

6.5 The Mayor's Assemblies are a new element of the structure and provide a mechanism for residents to engage with the Mayor, the Cabinet and cross agency public service providers at a local level. They will be chaired by the Mayor and are open public meetings. Proposed terms of reference are included in appendix 1.

- 6.6 They are a means for the Mayor to engage with our diverse communities – particularly those which are considered ‘hard to reach’ and are less likely to engage in regular, formalised structures. The Mayor can hear from the community and has an opportunity to communicate his pledges and partnership priorities first hand, meeting with residents to celebrate Partnership achievements across the borough. This provides a means of bringing our communities together and ensures the Mayor is able to hold an effective dialogue with all residents of the borough – supporting our Community Plan theme of One Tower Hamlets. As part of the One Tower Hamlets focus the Mayors Assemblies will be a key vehicle through which particular focus will be given to the borough wide equality groups, which represent the interest and views of many residents who often feel excluded. These groups would be given greater priority and an invitation to attend the Assemblies to ensure a greater dialogue with the Mayor and Partnership is developed.

There will be five Mayors Assemblies each year covering 3 themes. Detail for each of these are outlined below:

- 6.7 *Mayor’s Assembly: The Budget Congress x2*
The Mayor will host two borough-wide Budget Congress sessions each year. Each of these sessions will have a specific focus on a particular issue, such as the challenges of making budget savings and the impacts of the Government’s welfare reforms on our residents. The Budget Congress sessions for 2011/12 are scheduled for December 2011 and January 2012.
- 6.8 *Mayor’s Assembly: The Mayor’s Priority Assembly x2*
The Mayor will host two borough-wide celebrations of Tower Hamlets each year. These day long events (11am-3pm) will be focussed on the Mayor’s priorities and pledges and will provide an opportunity for the Mayor to communicate achievements. These will be held in large and accessible venues across the borough, such as York Hall.
- 6.9 Events in the morning will include activities for key target groups with events such as a tea dances, health promotion and civic ceremonies etc. The afternoon will include a Q&A with the Mayor. Questions can be submitted on the day and by pre-submitting questions using the engagement portal MyTowerHamlets, via the Council web pages and through the Community Information Portals (which will be in Idea Stores in early 2012). Where there is limited time to respond to all questions they will be addressed by posting responses through the Council web pages following the session.
- 6.10 *Mayor’s Assembly: The Mayor’s Partnership Assembly x1*
Each year the Mayor will host a large scale event to report on the progress of the Partnership over the previous twelve months - and outline the strategy for dealing with challenges in the coming year. It will be organised on a Saturday between 11am-3pm. They will be open public events held in a large venue - to ensure maximum potential attendance.

- 6.11 Public agencies will attend with stalls to promote and advertise their services and during the first 3 hours the public will have an opportunity to speak with stall holders. The final hour of the event will include a Q&A with the Mayor, Cabinet and public sector chief officers from the Council, Police, NHS Tower Hamlets, London Fire Brigade and the CVS. As in the Mayor's Priority Assemblies questions can be submitted on the day and by pre-submitting questions using My Tower Hamlets, via the Council webpages and through the Community Information Portals. Receiving questions in advance means responses can be provided by appropriate officers with the required level of detail. Where there is limited time to respond to all questions they will be addressed by posting responses through the Council and partner webpages following the session. As part of this process of accountability Cabinet will receive a Partnership Annual report which will also be presented at the Mayors Partnership Assembly.
- 6.12 The above programme of Mayor's Assemblies will be advertised using established communications channels including East End Life, the Council and partner websites, display screens in Idea Stores and press releases to the local media. This will include the time and location of events and means of raising questions. Outcomes from these sessions will be reported through the Council webpages, East End Life and a report presented to the Partnership Executive.
- 6.13 The Assemblies will be arranged over a year. These are open public meetings – regardless of where residents live in the borough. Partner's venues which provide value for money and are suitable will be considered on merit. Potential costs associated with these Assemblies would include hiring suitable venues and communications costs.
- 6.14 These Mayoral Assemblies will also determine local priorities. They will form part of a Locality Plan for a paired LAP area against which the Mayor can demonstrate activity and achievements. The Plan will act as a key reference point at the Mayor's Assemblies. It will reflect the local demographic profile of the community and bring together all relevant planned interventions across the Community Plan and Key Strategies to improve local knowledge, planning and service delivery. It will express the high level vision and priorities from the Community Plan and Local Development Framework (LDF). From a clearly defined and initially limited decision making framework the Locality Plan will reflect the local priorities within each paired LAP area.

The Local Governance Structure: Local Forums

- 6.15 Local forums would be the most localised arrangements in the new Partnership structure and would replace the 8 Local Area Partnerships (LAPs). They would both build on the strengths of the LAPs and apply learning from the delivery experience.
- 6.16 In particular the new local structures will aim to:

- Build on existing localised delivery arrangements where these are working well
 - Learn from the experience of Neighbourhood Agreements
 - Provide freedom for bottom-up local networks to coalesce around specific issues of interest and action
 - More precisely define how communities can hold services to account and create closer links between the local forums and CPDGs
- 6.17 The proposal set out in the following section establishes two main channels for engaging local residents in the Partnership. The first creates a tier which will directly involve local residents in holding services to account and shaping local delivery priorities (Local Forums). The second creates a mechanism whereby local community groups can be supported to become more directly involved in taking responsibility for outcomes in their area and co-designing solutions to entrenched issues (Neighbourhood Agreements).
- 6.18 **‘Local Ward Community Forums’** - local forums run with the SNT Ward Panels. This avoids duplication and presents opportunities for spotting synergies, sharing information and further increasing communications between agencies and residents. These would fit the 17 pre-existing local electoral districts in Tower Hamlets. The 17 wards are an existing structure which are recognised and understood by residents, services and Councillors alike. These also fit into the geography of the existing Police Ward Panels. As Partners will also recognise ward boundaries this would present a way of quickly establishing local forum areas.
- 6.19 Whilst the two structures (SNT ward Panels and Local Ward Community Forums) will be closely linked they will be 2 separate meetings. The local ward community forums, held in each ward per year, will be heavily publicised and promoted under the Partnership arrangements, they would be public meeting (whilst the SNT ward Panels are closed) and only take place 4 times a year (whilst the SNT panels take place on average every 6 weeks).
- 6.20 ***Shaping local priorities and holding local services to account***
- One important function of the new Partnership arrangement is to enable residents to more directly shape local services by helping to set priorities and then holding services to account for delivery. This is likely to work best in policy areas where locally based teams exist.
- 6.21 It is therefore proposed that the local forums are:
- Focused on those areas of service delivery which are genuinely localised. That currently includes community safety, public realm services, youth services, schools, primary care and police services.
 - Based on a structure to enable integration with the Safer Neighbourhood Team delivery arrangements, the Police Ward Panels, and the CLC Integrated Service Teams

- Broaden the focus of the existing structures to enable dialogue on youth services, community health services, planning etc.
- 6.22 The local forums would be chaired by Community Champions. They will be recruited and provided with training and support in order to fulfil their role – and would be local to the area in which they were volunteering. Should this report be agreed by Cabinet officers will initiate and develop a framework for recruitment to the local community forums.
- 6.23 Local public service officers from the paired LAP Service Integration Teams (SIT) will be expected to be in attendance at each of the forums. The SIT's already include Council frontline services, police SNT teams and in some cases local youth providers. There would also be an expectation that local service providers such as GPs, Public Health co-ordinators and youth contract managers etc would be represented - but attendance would vary and be based upon the pre-agreed agenda to ensure the most appropriate officers are invited. The use of the local SIT enables quick and appropriate responses to local issues without creating another layer of bureaucracy and costly officer time.
- 6.24 This model is public-led and though Councillors participate they would not chair or vote on existing SNT Ward Panel priorities and this would be extended to the local forums. This enables the Partnership to build on an already agreed local decision making structure, led and chaired by Community Champions.
- 6.25 The existing SNT Ward Panels meet every 6 weeks and 4 of these meetings could be extended as forum meetings each year. If necessary, additional meetings could be arranged as required. The agenda would be set by the Community Champions, but working through the SIT teams the local authority and its partners would have the opportunity to suggest issues for consideration if there were questions on which it would be valuable to engage residents.
- 6.26 The expectation would be that issues arising from the local forums would be addressed in the first instance by local delivery teams, but that a brief report would also be made to the relevant CPDG, one of whose functions would be to ensure that the services of the Council and its partners were responsive to local concerns.
- 6.27 ***Powerful public – engaging in collaborative problem solving and delivery***

A second function that will be important to any future LSP arrangement is the ability to empower local residents to take more responsibility for outcomes, improve things locally, engage in joint problem solving with the council, and possibly take on some service delivery on a commissioned basis. This is the notion of a “powerful public” idea that underpins concepts such as the Big

Society, informs the policy direction of the Localism Act, and has been tested through Tower Hamlets' Neighbourhood Agreement (NA) pilot.

- 6.28 The NA is the most local element of our governance structure. It enables local residents and local service providers to set out their rights and responsibilities against service standards and improvement of services at a neighbourhood level. These will be resident led but will be a recognised process for the Council, police, RSLs and the health service. The NA pilot demonstrated the value of engaging residents in a very different way, in co-producing solutions to entrenched issues. It also highlighted the need for mechanisms to enable bottom-up action to be supported and be effective. Imposing neighbourhood-agreement structures on communities from above is unlikely to lead to the dynamic interaction that is needed. It is therefore proposed that rather than dictate a rigid geographical structure, Tower Hamlets define a standing "offer" to local communities. This would set out what the Council would provide, and what the community group needs to do to benefit from the offer. So the Council might offer:
- a) Support in helping them develop their agenda and establish an action plan
 - b) Access to decision makers in the Council so things change
 - c) Engagement and greater levels of accountability from ward councillors
 - d) Access to small amounts of seed-funding to get projects off the ground
 - e) Training to group leaders to help them chair and move things forward effectively
 - f) Provide access to Neighbourhood Agreement 'How To' toolkit from the pilot
 - g) Engagement in the creation of meaningful and appropriate service standards that are relevant to residents
- 6.29 The offer would be made to any local action group that comes forward and asks for it, providing they can demonstrate that:
- a) They have sufficient buy-in and support to be a self-sustaining network
 - b) They have someone who is willing to act as the chair, and has the support of the wider group in doing so
 - c) They have a reasonably well-articulated sense of why they want to come together and what they want to do
 - d) They can show that they are broadly representative of others in their community and are pursuing goals which are in line with the spirit of the Community Plan
- 6.30 Sitting alongside the local forums, this "offer" would enable a number of action focused groups to develop, which would probably be based on smaller local communities than wards. There would be considerable opportunity for these groups to refresh membership – there would be no need to continue to maintain a group artificially if it got stale or started to dwindle. The Council and its partners would also be able to feed in issues, challenges and

successes arising from these action groups into the local forum discussions, or indeed the borough.

Finance and Timetable

- 6.31 Cost analysis and benchmarking indicates that the costs necessary to deliver the new structures and functions specific to the promotion of a 'Powerful Public' with resident involvement and development of Community Champions will be approximately £90,000 per annum. Resources necessary to implement the proposals will be identified from within the existing establishment and can therefore be contained within existing budgets. It is difficult to accurately estimate the costs associated with maintaining the new partnership infrastructure at this stage. It may be necessary to allocate additional resources in 2012/13 which will be subject to the normal budget planning process.
- 6.32 The proposed implementation time table is as set out in the table below.

Date	Action
February 8 th 2012	<ul style="list-style-type: none"> Presented to Cabinet for consideration
Early February	<ul style="list-style-type: none"> Develop the communications launch plan
Early February	<ul style="list-style-type: none"> Finalise the terms of reference for the Local Forums
March	<ul style="list-style-type: none"> Launch new structure
March	<ul style="list-style-type: none"> Recruitment of Community Champion Coordinators
April	<ul style="list-style-type: none"> Launch local forums and initial meetings

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report provides Cabinet with details of the preferred Partnership structure, terms of reference and proposals for new forums within the Partnership. The Corporate Director Communities Localities and Culture has confirmed that the new arrangements will be managed within existing staff resources.
- 7.2 However, the Corporate Director Communities Localities and Culture has also intimated that it is difficult to accurately estimate the costs associated with maintaining the new partnership infrastructure at this stage. It may therefore be necessary to allocate additional resources in 2012/13 which will be subject to the normal budget planning processes.

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

- 8.1. The paper proposes detailed arrangements for how the Council will work with its partner authorities and with local communities. Much of this work is

connected with development and delivery of the Tower Hamlets Community Plan. The Community Plan comprises the sustainable community strategy, which the Council is required to have pursuant to section 4 of the Local Government Act 2000, and provides a reference point for the exercise of the Council's well-being powers contained in section 2 of the Act.

- 8.2. The Council is empowered under section 2 of the Local Government Act 2000 to do anything which it considers likely to promote the social, economic or environmental well being of Tower Hamlets, provided the action is not otherwise prohibited by statute. This power includes the ability to incur expenditure or to give financial assistance to or enter into arrangements or agreements with any other person. The power may be exercised in relation to, or for the benefit of: (a) the whole or any part of Tower Hamlets; or (b) all or any persons resident in Tower Hamlets. In exercising the power, regard must be had to the Community Plan and there should be some evidence to support a conclusion that benefits are likely to be achieved by reason of an exercise of the power.
- 8.3. The Council is required to work with partner authorities to develop the Community Plan, but it is also open to the Council to conclude that the proposed arrangements are the best way of achieving the objectives of the Community Plan and, hence, that that the proposed arrangements are supported by the well-being power.
- 8.4. The Council is subject to specific statutory obligations to work in partnership, which include the following –
 - Under section 10 of the Children Act 2004, the Council must make arrangements to promote co-operation to promote the well-being of children in Tower Hamlets. This covers co-operation between the Council, relevant partners and such other persons as the Council considers appropriate who exercise functions or are engaged in activities in relation to children in Tower Hamlets.
 - Under sections 5 and 6 of the Crime and Disorder Act 1998, the Council is required to work with relevant partners to develop and implement crime and disorder reduction strategies.
- 8.5. Putting in place effective partnership working arrangements should assist the Council to deliver upon its statutory obligations to co-operate and work in partnership.
- 8.6. The Council is subject by section 3A of the Local Government Act 1999 to a duty to involve, which requires the Council to take such steps as it considers appropriate to involve representatives of local people in the exercise of its functions. The detailed arrangements proposed in the report may contribute to the discharge of this duty.
- 8.7. The proposed arrangements include reference to the Tower Hamlets Health and Wellbeing Board. The current Board has been set up in advance of, and in anticipation of, the introduction of an obligation to create such a Board. That

obligation is expected to arise when (and if) the Health and Social Care Bill 2011 becomes effective law. Until such time, when the Board will have to be formally established as a committee, there would be issues with allocating formal functions to the Board. In the meantime, any matters agreed at the Board requiring the exercise of the Council's functions should continue to be the subject of the Council's existing decision-making processes and Constitutional arrangements. This means that the Board will continue to operate as a shadow board at this stage without delegated council functions.

- 8.8. Before putting in place any new arrangements, the Council should 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. Information is provided in the report, particularly section 9, relevant to these considerations.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 The Partnership structures and working arrangements are a key means of local public agencies working with local residents to improve services for the communities who live and work in the Borough. The new Partnership Structures build on bringing diverse communities together to engage in decision making and empowerment of their public services. These opportunities for strengthening citizen engagement are demonstrated through the local forums, the Mayor's Assemblies and through involvement in local decision making, supporting the Councils One Tower Hamlets priority. The community leadership role of our residents is supported by the framework for developing Community Champions.
- 9.2 The strong connection between the work of the Partnership and the Tower Hamlets Community Plan objectives is such that work done through the Partnership arrangements is likely to promote equality of opportunity and foster good relations within the meaning of section 149 of the Equality Act 2010. The Community Plan was itself the subject of equality impact assessment prior to being adopted in its revised form by the Council in July 2011.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 The refresh of the Partnership and the recent move of the Great Place to Live CPDG to the Development & Renewal directorate created increased links to the sustainability agenda. This will be further enhanced through the creation of local forums and the work of the Service Integration Teams to support the creation of smart and sustainable communities.

11. RISK MANAGEMENT IMPLICATIONS

11.1 Establishing effective local forums enables the public services of the Council, Police and NHS Tower Hamlets to provide more responsive services for residents. The creation of the forums manages the risk of not having a meaningful structure for local accountability and local engagement in local service design and delivery.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The new Partnership arrangements include the recently refreshed Safe and Cohesive CPDG, ensuring that its sub-groups and action groups are streamlined and focused to deliver against this agenda. This group exists to ensure there is efficient and effective governance, reporting and accountability against the Community Plan theme and vision.

12.2 The involvement of SNT Ward Panels and Service Integration Teams in the partnership working arrangements ensures that key issues in relation to crime and disorder locally will be addressed in a more coherent way so that duplication is reduced and crime and disorder is effectively targeted and dealt with.

13. EFFICIENCY STATEMENT

13.1 There are clear benefits in refreshing the Partnership to ensure that it continues to provide efficient and enhanced service delivery. This report has considered the use of resources for the Partnership in order to do this. Improved efficiently which addresses potential areas of overlap and through the coordination of partnership resources, such as through the integration of SNT Ward Panels into the Local Forum structure, will help to realise this.

14. APPENDICES

Appendix 1 – Partnership Terms of Reference

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

Brief description of “background papers x Name and telephone number of holder and address where open to inspection.

The Tower Hamlets Draft Community N/A
Plan Consultation full EQIA Assessment
2011

Appendix 1

Partnership Terms of Reference

- 1.01 Partnership terms of reference are included on the following pages:

Introduction

- 1.02 Launched in November 2001, the Tower Hamlets Partnership is the borough's Local Strategic Partnership and brings key stakeholders together to create and deliver the borough's Community Plan. Members of the Partnership include the Council, Police, the NHS, other statutory service providers, voluntary and community groups, faith communities, businesses and citizens.
- 1.03 The Community Plan is an agreement that articulates the aspirations of local communities and sets out how the Borough will work together to realise these priorities. Initially developed in 2001 and then revised in 2008, the Community Plan has been refreshed in 2011 to address the wide ranging changes taking place nationally and locally.
- 1.04 The Partnership involves stakeholders in the prioritisation and delivery of services so that we can collectively achieve the objectives of our Community Plan and its' aspiration of One Tower Hamlets where all our work is delivered against a framework of tackling inequality, strengthening cohesion and building community leadership and personal responsibility. At the same time the Partnership will work to ensure services are of the highest standards and offer the best value for money.
- 1..05 These Terms of Reference define the purpose, membership, structure, working arrangements and schedule for the delivery of Partnership work in Tower Hamlets. They place a greater emphasis on resident involvement and participation.

Our purpose

- 1.06 The ultimate goal of the Partnership is to achieve the objectives of the Community Plan. Although there is no longer a statutory requirement for the Borough to have a Local Strategic Partnership, the key partners are committed to working together and see this as the only way to secure the best possible outcomes for local people.
- 1.07 This Terms of Reference aims to reflect the changed statutory context and a new framework for delivering on Partnership priorities. Our key purposes are:

- To provide leadership for local public services and act as the forum for developing borough wide strategies in response to national legislation and local needs.
- To deliver on the priorities, objectives and cross-cutting principles of the Community Plan, through agreed delivery arrangements including how we will review progress against targets and ensure a partnership approach to developing local solutions.
- To support a powerful public through pro-active citizen and service user engagement in the delivery of local services.
- To share resources and expertise in joint commissioning and delivery arrangements.
- To operate in a transparent and accountable way by seeking external and peer challenge to assess and improve performance.
- To share knowledge and learning by collecting and sharing data improve service delivery.

Principles of Membership

1.08 There are a number of principles that all Partners will adhere to as Members and in order to ensure momentum and continuous improvement in the delivery of the Community Plan. The Council is only first amongst equals in having responsibility for the management and delivery of the Partnership. Participation and involvement in Partnership work is defined by a common and agreed set of principles. These are that:

1. Partners will actively participate to achieve the aspiration of One Tower Hamlets of tackling inequality, strengthening cohesion and building community leadership and personal responsibility.
2. The Partnership is open to all stakeholders who live, work, study and take part in leisure and cultural life in Tower Hamlets
3. All partners have personal responsibility and a community leadership role in participating in Partnership arrangements and to leading on the delivery of Partnership work in their own organisations.
4. All partners are open to challenge and scrutiny.

The Mayor's Assemblies

Purpose

- 2.01 Mayor's Assemblies provide a mechanism for residents to engage with the Mayor, the Cabinet and service providers at a local level. They are chaired by the Mayor and are open public meetings.
- 2.02 They are also a means for the Mayor to engage with our diverse communities – particularly those which are 'hard to reach' and are less likely to engage in regular, formalised structures.

2.03 A programme of 5 themed Mayor's Assemblies will take place during each year:

The Budget Congress (x2) - Each of these sessions will have a specific focus on a particular issue, such as the challenges of making budget savings and the impacts of the Government's welfare reforms on our residents.

The Mayor's Priority Assembly (x2) - Events focussed on the Mayor's priorities and pledges. This will combine events to bring together the community and culminate in a Q&A with residents and the Mayor.

The Mayor's Partnership Assembly (x1) - Large scale event to report progress of the Partnership over the previous twelve months - and outline the strategy for dealing with challenges in the coming year. Local public service agencies attend with stalls to discuss their services with the public. This culminates in a Q&A with the Mayor, the Cabinet and public sector chief officers from the Council, Police, NHS Tower Hamlets, and London Fire Brigade etc.

Membership

2.04 Mayor's Assemblies are chaired by the Mayor and are open public meetings. The Mayor's Partnership Assembly will include representation from the Cabinet and public sector chief officers from the Council, CVS, Police, NHS Tower Hamlets, and London Fire Brigade and other relevant public bodies.

Working Arrangements

2.05 Although Partners will be actively involved, as the lead organisation, the Council will arrange the logistics of the Mayor's Assemblies. This will be in arrangement with the Partnership Team and the Mayor's Office.

2.06 Events are staggered throughout the year:

- The Budget Congress takes place in December and January prior to the budget setting process.
- The Mayor's Priority Assembly will take place in various locations around the borough to ensure coverage for our residents (e.g. East and West of Tower Hamlets).
- The Mayor's Partnership Assembly takes place around the end of the first quarter of the financial year as an opportunity to review progress in the previous financial year.

The Partnership Executive

Purpose

- 3.01 The Partnership Executive Group responsible for the design, development and implementation of the Community Plan. The Group is required to fulfil a community leadership function in engaging citizens and local communities to reflect the community voice in their questioning and scrutiny of Partnership performance. Using these outcomes the Group will advise and guide the strategic direction of the Community Plan and related strategies for delivering Plan objectives.
- 3.02 The Executive is the strategic decision-making body of the Partnership and is responsible for the management and direction of the Community Plan Delivery Groups. The Executive must consider reports from Mayoral Assemblies as they occur in discharging their executive role and in monitoring the progress and delivery of Community Plan objectives.
- 3.03 The Executive will monitor and manage performance of CPDGs through the Performance Management and Accountability Framework; including a regular 'dashboard' report with spotlight sessions on areas of performance challenge.
- 3.04 The Executive will drive the achievement of the cross-cutting principles of the Community Plan. These are to ensure that Community Plan objectives are realised with reference to:
- One Tower Hamlets – tackling inequalities, strengthening cohesion and building community leadership and personal responsibility
 - Efficiency – delivering value for money services
 - User engagement – being responsive to the needs of service users and supporting a powerful public
 - Localisation – delivering in partnership in local areas through active involvement of local people
- 3.05 The specific role of the Executive Group will be to:
1. Drive Service Improvement by offering constructive challenge to other Executive and Partnership forum members in order to drive performance improvement and ensure delivery of Community Plan objectives and outcomes
 2. Identify and broker solutions to any barriers to delivery and task and commission activity to implement these solutions
 3. Improve the alignment and coordination of mainstream budgets to support cross partnership working and delivery of the Community Plan

4. Make sure any recommendations agreed including at Mayoral Assemblies are acted upon and information is disseminated on actions taken
- 3.06 The Executive will publish a Partnership Annual report on performance and progress against the objectives and cross-cutting principles of the Community Plan. The report will be presented to Cabinet and the Mayor's Partnership Assembly.
- 3.07 The Executive will co-ordinate a self-assessment of the Partnership against these Terms of Reference and include the outcomes of that review within the annual report of the Partnership.

Membership

- 3.08 The Mayor will chair the Executive in his role as Chair of the Tower Hamlets Partnership. Chief Operating Officers (COO) of each of the CPDGs will attend the Executive reflecting their role and responsibility for the delivery of each of the Community Plan Themes. The Executive will include the Chair of the CVS Board and will invite the chair of emerging GP consortia once in place.
- 3.09 The membership of the Executive will be reviewed annually to ensure arrangements reflect changes to any regional and sub-regional and local partnerships.
- 3.10 All members of the group are expected to conduct themselves in accordance with the Partnership Code of Conduct (Appendix 1) and the principles of One Tower Hamlets (tackling inequality, strengthening cohesion and building community leadership)
- 3.11 Members of the Group should declare any personal, financial, business, organisational or prejudicial interests as part of the normal course of meetings. The Chair will advise on managing any related issues and it will be noted in the record of the meeting.

Name	Organisation/ Group	Position
Lutfur Rahman	London Borough of Tower Hamlets	Mayor / Chair of Partnership
Alibor Choudhury	London Borough of Tower Hamlets	Lead member for resources
Aman Dalvi	London Borough of Tower Hamlets	Interim Chief Executive
Jane Milligan	NHS East London & City	Tower Hamlets Borough Director
Paul Rickett	Metropolitan Police	Borough Commander / Safe & Supportive CPDG partner co-chair
Steve Halsey	London Borough of Tower Hamlets	Corporate Director Communities, Localities & Culture and COO for Safe and Cohesive CPDG
Isobel Cattermole	London Borough of Tower Hamlets	Acting Corporate Director Children & Families and COO Children and Families

		Partnership
Stephen Cody	London Borough of Tower Hamlets	Interim Corporate Director Adults Health & Well Being and COO for Health & Well being Board
Jackie Odunoye	London Borough of Tower Hamlets	Acting Corporate Director Development & Renewal and COO for Employment & Skills Board and Great Place to Live CPDG
Bruce Epsly	Fire Brigade	Borough Commander
Graham Houghton	Jobcentre Plus, East London District	City and East London District Manager
Gavin Cansfield	Tower Hamlets Homes	Chief Executive
Mike Tyrrell	Tower Hamlets Housing Forum	THHF Chair/ GPTL CPDG partner co-chair
Khadiru Mahdi	Tower Hamlets Council for Voluntary Sector	Chief Executive
Dr Sam Everington	GP Consortia	Chair of the GP Consortia Network
Alan Green	Tower Hamlets Interfaith Forum	Chair of the Tower Hamlets Interfaith Forum
Liam Kane	East London Business Alliance (ELBA)	Chief Executive of ELBA

Working arrangements of the Partnership Executive

3.12 The Executive will meet four times a year as the Executive Group as in the illustrative schedule below:

January	Partnership Executive
April	Partnership Executive
July	Partnership Executive
October	Partnership Executive

3.13 The Executive will ensure data and information are collated and shared in a format that is meaningful and useful to all stakeholders in setting partnership objectives and determining the shape of borough wide initiatives. This will include a focus on ensuring information that is accessible and include the caveats required in cases where data has been simplified to be provided at a high and summary level of detail.

3.14 The minutes of all Partnership Executive meetings will be made public, through publication on the LBTH website. The meetings will be business meetings and will not be open to the general public.

3.15 The Partnership Executive can only take decisions that are within the powers delegated to chief officers by their respective organisations.

The Partnership Executive will make decisions based on robust evidence, principles and consensus.

4.01 **Community Plan Delivery Groups**

4.02 The Community Plan Delivery Groups (CPDGs) are the thematic strategic delivery groups responsible for the delivery of a set of objectives relating to each of the Community Plan Themes.

The new CPDG structure for the refreshed Community Plan is as follows:

- Great Place to Live CPDG – responsible for the delivery of a Great Place to Live theme (current terms of reference pages 30 - 31)
- Employment & Skills Board - responsible for the delivery of a Prosperous Community theme (terms of reference to be confirmed)
- Safe and Cohesive CPDG – responsible for a Safe and Cohesive Community theme (current terms of reference pages 21-22)
- Tower Hamlets Health and Wellbeing Board – responsible for the delivery of a Healthy and Supportive Community theme (current terms of reference pages 26 – 30)
- Children and Families Partnership - responsible for the delivery of cross-cutting issues relating to children and families (current terms of reference pages 22 – 25)

4.03 As part of overseeing the delivery of their Community Plan themes, CPDGs will be required to:

- 1) Review membership and sub-groups to make sure that they remain fit for purpose in light of the refreshed Community Plan, including streamlining groups and members;
- 2) Produce and agree action plans/work programme for their theme based on the priorities and objectives in the Community Plan;
- 3) Demonstrate clear consideration to the cross-cutting principles of the Community Plan including working closely with the relevant structures and processes;
- 4) Monitor progress against action plans/delivery plans; and
- 5) Report progress to the Executive through the chair

4.04 The Partnership also includes the Localisation Board within this group and level of Partnership forums because of its relationship to the achievement of the Community Plan as a cross-cutting principle and because of the focus on Localism in current national legislation.

4.05 CPDGs will be accountable to the Partnership Executive; the Chief Operating Officer (COO) and Co-chairs will report directly to the Partnership Executive and feed back to the delivery group.

- 4.06 CPDG's will create an environment where services can effectively commit to joint working and improve the lives of local people. Each CPDG is responsible for its work programme, which will work towards the following objectives:
- 1) To deliver and monitor progress of the 2020 Community Plan vision to "improve the quality of life for everyone who lives and works in the borough".
 - 2) To support delivery of the Community Plan strategy through delivery plans and local and borough-wide strategies.
 - 3) To drive service improvement through shared working & encouraging cross-partnership activity
- 4.07 CPDGs will be managed and serviced by those Directorates and Partners with the greatest responsibility of delivering priorities under each of the Community Plan themes.

Membership

- 4.08 Membership will be made up of the relevant stakeholders needed to deliver community plan objectives.
- CPDG's will be chaired by the Mayor, a lead cabinet member or a relevant representative from a lead partner organisation within the Partnership.
 - Corporate Directors from the Council are the Chief Operating Officers and accountable to the Partnership Executive
 - Relevant partner organisations and officers can be invited to the meetings as and when necessary in agreement of the Co-chairs
- 4.09 The specific role of CPDG members will be to:
- Take ownership of the targets relevant to the CPDG
 - Report to the Partnership Executive on quarterly basis highlighting progress and potential risks to the delivery of objectives.
 - Establish sub-groups if required, for a time limited period, to assist with the delivery work programme
 - Role of CPDG members to deliver on outcomes of CPDG discussions and to disseminate information between the Partnership and their own organisations
- 4.10 All members of the group are expected to conduct themselves in accordance with the THP code of conduct (Appendix 1)

4.11 Community Plan Delivery Groups - Terms of Reference

Safe and Cohesive CPDG (Statutory)

- 4.12 This group is accountable for the reduction of crime and increasing community cohesion. It determines priorities and oversees the statutory and non-statutory boards and panels responsible for the specific elements of this. It meets on a bi-monthly basis and is co-chaired by the Metropolitan Police Service Tower Hamlets Borough Commander and the Deputy Mayor for Tower Hamlets with responsibility for Community Safety. It is also responsible for ensuring that the Partners meet their statutory obligations in relation to strategic review and planning for the safety of the borough's community. Membership to this Group is at Chief Executive or Corporate Director level across key public agencies.

Safe and Cohesive Community Plan Delivery Group (CSP) Membership	
Organisation	Officer Title (within organisation)
Metropolitan Police Service (MPS)	Borough Commander
London Borough of Tower Hamlets (LBTH)	Deputy Mayor (responsible for Crime and Disorder)
LBTH	Chief Executive
LBTH	Director of Communities Localities and Culture
LBTH	Head of Safer Communities
LBTH	Service Head of Youth & Community Learning
LBTH	Head of Youth Offending Team
London Fire Service	Borough Commander
London Probation	Assistant Chief Officer
Metropolitan Police Authority (MPA)	MPA Link Officer
MPA	Engagement and Partnership Officer
LBTH	Development Manager
Tower Hamlets Housing Forum	Director of Housing & Customer Services
Tower Hamlets Police and Community Safety Board	Chair
Tower Hamlets Primary Care Trust	Associate Director, Public Health
LBTH	Service Head of Public Realm
MPS	Superintendent for Partnership
MPS	Partnership Chief Inspector
LBTH	Corporate Director Adult Health & Wellbeing
LBTH	Service Head for Disability and Health
LBTH	Service Head, One Tower Hamlets
LBTH	Service Head, Scrutiny & Equalities
Safeguarding Boards	Independent Chair
Thames Magistrates Court	Deputy Justice's Clerk
LBTH	Scrutiny Lead, Communities, Localities and Culture
Interfaith Forum	Chair of No Place For Hate Forum

4.13 **Children and Families Partnership**

4.14 Overall purpose

- To set the strategic direction for Children and Families' services in Tower Hamlets, ensuring that local priorities are identified and met effectively and efficiently.
- To lead the implementation of key priorities for children and families, as published in the Children and Young People's Plan (CYPP).
- To carry out statutory functions imposed on Children's Trust Boards under the Children Act 2004 and other legislation.

4.15 Targets responsible for:

- National and Local Indicators for children and families
- Additional targets to monitor priorities as set out in the CYPP

4.16 Budgets responsible for:

No direct budgetary responsibility but will have oversight of all public sector spending for children and families in Tower Hamlets.

Individual group members have responsibility within agency accountability frameworks for budgets for Children and Families services.

The group may also be given responsibility for the governance of pooled budgets.

4.17 Legal agreements (e.g. S75s) overseen by the Executive relating to:

- Child and Adolescent Mental Health Services
- Disabled Children's Services

4.18 Accountable to

Members remain accountable to their individual agencies for delivery of their priorities in the CYPP. The Board is also accountable to the Tower Hamlets Partnership Executive Group.

4.19 Who is accountable to the group?

Commissioning and Delivery Groups:

- Be Healthy
- Stay Safe
- Make a positive Contribution
- Enjoy and Achieve/ Achieve Economic Wellbeing
- Excellent Children's Services

4.20 The Family Wellbeing Model Steering Group is a cross-cutting group which is also accountable to the Children and Families Board.

4.21 Key tasks

- Agree priorities for children, young people and families and publish them in the CYPP.

- Review these priorities annually to ensure that they are still relevant.
- Ensure that Commissioning and Delivery Groups (CDGs) produce robust and challenging Commissioning and Delivery Plans (CDPs) which will meet the priorities set out in the CYPP.
- Agree partner agencies' allocations of budgets to CDGs to fund CDPs.
- Make decisions about alignment or pooling of resources to meet the priorities identified in the CYPP.
- Monitor performance against national and local indicators relevant to children and families, reporting to the Tower Hamlets Partnership.
- Scrutinise the work of the CDGs, holding them to account for delivering the priorities set out in the CYPP and taking a troubleshooting role where there are concerns about performance.
- By taking an overview of the work of CDGs, ensure that duplication is minimised.
- Deliver an annual progress report for publication.
- Agree key policies and strategies which cut across services for children and families and ensure that cross-cutting priorities are robustly addressed.
- Oversee the delivery of our Child Poverty Strategy and our child poverty commissioning intentions.
- Make decisions about strategic integration of services, including frontline integration between partners.
- Manage risk.

4.22 Decision- Making Powers

Approval of the following documents:

- CYPP
- Other key joint strategies, policies, procedures and protocols that affect all partners providing services to Children and Families

4.23 Outputs

- CYPP
- Cross cutting strategies (eg child poverty)
- Response to annual safeguarding report from LSCB
- Risk register

4.24 Quorum and decision- making process

The quorum for the Board is 25%.

4.25 All members of the board are encouraged to ensure a deputy or alternative representative who has decision making powers attends board meetings in their absence as they will be bound by board decisions. Alternative representatives or deputies should be agreed in advance with the chair.

4.26 Consensus is the preferred route to decision but, in the event that a consensus cannot be reached, a vote will be taken by show of hands and a simple majority of those voting will decide the matter. In the event of equal votes for and against, the chair will have a second or 'casting' vote and this will decide the matter.

4.27 Membership

The following table lists membership of the Children and Families Partnership Board.

Agency	Role
London Borough of Tower Hamlets (LBTH)	Cabinet Member for Children, Schools and Families (Chair)
LBTH Children, Schools and Families	Corporate Director of Children, Schools and Families
Metropolitan Police	Chief Inspector, Lead for Partnerships
NHS East London and the City	Tower Hamlets Borough Director
NHS East London and the City	Co-Director of Public Health Tower Hamlets
Barts and the London Trust	Managing Director, Community Health Services
East London NHS Foundation Trust	Director for Specialist Services
GPs	GP, Lead for children and maternity
Schools	Two Head Teachers, nominated by the Tower Hamlets Head Teachers Consultative Forum
Tower Hamlets College	Principal
Registered Housing Providers	Representative nominated by the Tower Hamlets Housing Forum
Third sector representatives	Two representatives, nominated by the Voluntary Sector Children and Youth Forum
Parents representatives	Two representatives, nominated by schools governing bodies
Chairs of the Commissioning and Delivery not already represented above	-

4.28 The Board will invite representatives from the Tower Hamlets Youth Council to attend Board meetings on a regular basis, and officers supporting the Board and the CDGs will attend Youth Council on a regular basis. This will be to ensure ongoing links between the groups, and ensure that young people influence the agenda of the Children and Families Partnership through their representatives on the Youth Council.

4.29 Expectations of Chair and Members

The Chair and members of the Board will be expected to:

- Read papers in advance of meetings, respond to e-mails and other communications in relation to the work of the Children and Families Partnership.
- Attend meetings, or provide a suitable delegate by notifying the Board's support team in advance and obtaining the agreement of the chair to the deputy or alternative representative.

- Participate in meetings and vote on decisions as a representative of their organisation or stakeholder group.
- Feedback relevant information to their group or organisation.
- Represent and promote the work of the Children and Families Partnership as set out in the CYPP.
- Contribute to the development of the Partnership including raising concerns with the chair if necessary.

4.30 Meeting frequency
Bi-monthly

4.31 Support

The LBTH Children, Schools and Families Directorate will provide business management and policy support for the Board including:

- Arranging meetings
- Planning and writing agendas
- Co-ordinating board papers
- Writing and circulating minutes
- Advising on key policy developments which the board needs to respond to

4.32 Variation

These terms of reference may be varied by the London Borough of Tower Hamlets (by Cabinet or in accordance with a delegation by Cabinet).

4.33 **Tower Hamlets Health and Wellbeing Board (Statutory)**

4.34 The Tower Hamlets Shadow Health and Wellbeing Board demonstrates joint commitment to work together in partnership to improve the health of all communities and sectors in the borough. Chaired by the Mayor of Tower Hamlets and with representatives from the Local Authority, the NHS -ELC Cluster and the Clinical Commissioning Group of local GPs, this Board provides a unique opportunity to reduce health inequalities and to deliver significant improvements in health and wellbeing through the initiation of integrated and joint approaches that provide added value or benefit the population of Tower Hamlets.

4.35 The Tower Hamlets Shadow Health and Wellbeing Board will continue to act as Shadow until the formal constitution of the Health and Wellbeing Board. It is expected that the legislation will be passed to enable the new Board to be established in April 2012 when it will become a committee of the Borough Council with executive powers.

4.36 During the shadow period, the Board will promote the development of robust and appropriate governance arrangements to ensure the

effective introduction of the formal statutory Health and Wellbeing Board and will oversee relevant transitional arrangements for health, social care and public health until the new arrangements are fully in place.

- 4.37 N.B. References in this document to the 'Board' are references to the Tower Hamlets Shadow Health and Wellbeing Board. Prior to the establishment of the Statutory Board, the terms of reference will be reviewed.
- 4.38 Standing Orders: The Standing Orders of LBTH will apply with any necessary modifications including the following:
- The Chair of the TH Health and Wellbeing Board will be the Elected Mayor of the Borough
 - The quorum for a meeting shall be a quarter of the membership, including at least one Elected Member of the Council, one representative of NHS ELC and one representative of the TH CCG
- 4.40 Membership of the shadow TH Health and Wellbeing Board:
- Mayor (Chair of the HWB)
 - Cabinet Members for Health & Wellbeing and Children's services (2)
 - Chief Executive -LBTH
 - DASS -LBTH
 - DCS -LBTH
 - Vice-Chair -NHS East London and the City (and lead Non-Executive Director for Tower Hamlets)
 - Borough Director -Tower Hamlets - NHS ELC
 - Chair - NHS TH CCG
 - Director of Public Health - Tower Hamlets
 - Chair of THINK/local Healthwatch
 - Chair of Tower Hamlets CVS
 - Corporate Director of Communities, Localities and Culture
 - Corporate Director of Regeneration and Renewal
 - Representative of Barts and The London NHS Trust
 - Representative of East London Foundation Trust
 - The Chair of the Tower Hamlets Council Health Scrutiny Panel shall be invited to attend meetings of the Shadow Board and to comment and advise on the matters under consideration.
- 4.41 Notes (i) The representation on the Board reflects the expected statutory provisions and the main funding partners. Arrangements will be made for the establishment of groups to support the work of the Board comprising a range of stakeholders, including providers. It is hoped that the decisions of the Board can be reached by consensus without the need for formal voting. If in the light of experience, voting is necessary, voting rights will be established in the light of statutory regulations.

- 4.42 Notes (ii) To ensure representation of key partners at each meeting, members of the Shadow Board may each nominate one named deputy who may attend in their absence. Deputies must be notified in advance to the clerk. All meeting papers will be sent to the members of the shadow board and if any member is unable to attend a meeting it is the responsibility of that member to arrange attendance by his/her deputy and to pass on any necessary papers to the deputy.
- 4.43 Frequency of Meetings: The Tower Hamlets Health and Wellbeing Board will meet quarterly commencing in September 2011. Subsequent HWB meeting will be scheduled normally in December, March and July. Additional Extraordinary Meetings may be arranged with the agreement of the Chair as necessary. Ordinary and Extraordinary meetings of the Shadow Board shall be open to the public subject to any discussion of 'exempt' or confidential information taking place in closed session in accordance with the Council's Access to Information Procedure Rules.
- 4.44 Board Role and Purpose: The Shadow Health and Wellbeing Board will lead, steer and advise on strategies to improve the health and wellbeing of the population of Tower Hamlets through joint work and greater integration of health and social care services in the Borough.

In support of this aim the Board will:-

1. Identify needs and priorities across Tower Hamlets and publish and refresh the Tower Hamlets Joint Strategic Needs Assessment (JSNA) so that future commissioning/policy decisions are based on evidence.
2. Prepare and publish a Joint Health and Wellbeing Strategy and Plan for approval by the Council, NHS TH Borough Committee, and TH Clinical Commissioning Group (CCG).
3. Communicate and engage with local people on how they could achieve the best possible quality of life and be supported to exercise choice and control over their personal health and wellbeing.
4. To have oversight of the use of relevant public sector resources across a wide spectrum of services and interventions, with greater focus and integration across outcomes spanning health care, social care and public health.
5. Ensure robust arrangements are in place for smooth transition into the Statutory Board in time for April 2012?

4.45 The Work of the Board in Practice

Identifying Needs and Priorities:

The Shadow Health and Wellbeing Board will take a key role in identifying future needs and priorities in Tower Hamlets to ensure that

future health and social care developments and services are based on evidence of needs. The Board will:

- Ensure that the JSNA is refreshed, using a variety of tools, evidence and data, including user and carer experiences to support this view
- Reach a shared understanding of the health needs, inequalities and risk factors in local populations, based on the JSNA and other evidence, and demonstrate how this evidence has been applied to decisions and strategic priorities.
- Reach a shared understanding of how improvements in outcomes will be monitored and measured.
- Ensure that the Council, NHS ELC and TH CCG demonstrate how the JSNA and other appropriate evidence has been used in their commissioning decisions.
- Provide high-level guidance on the achievement of the Borough's strategic health and wellbeing outcomes.

4.46 Strategy:

The Shadow Health and Wellbeing Board will develop, publish and refine a Joint Health and Wellbeing Strategy that is supported by all stakeholders and sets out objectives, a rate of improvement for health and wellbeing outcomes including reduction in health inequalities, and how stakeholders will be jointly held to account for delivery. In addition, the Board will:-

- Take account of the JSNA and the recommendations of the Director of Public Health's Annual Report.
- Focus collective efforts and resources on the agreed set of strategic priorities for health and wellbeing.
- Ensure the work of the Board develops in tandem with other local and national policy developments, dependencies and legislation.
- Retain a strategic overview of the work of commissioners to further the Board's strategic objectives.
- Ensure that the Council, NHS ELC, and TH CCG demonstrate how the Joint Health and Wellbeing Strategy has been used in their commissioning decisions
- Quality assure and sign off joint delivery plans to achieve the Board's agreed strategic outcomes
- Receive reports from other strategic groups and partners responsible for delivery, including specialist commissioning groups.
- Challenge performance of delivery plans which support the strategic priorities of the Health and Wellbeing Board, taking action as necessary, including agreeing recovery and improvement plans.
- Be accountable for applicable outcomes and targets as agreed by partners, via specific performance frameworks applicable to the NHS, public health and local authority.

4.47 Achieving Outcomes:

The Shadow Health and Wellbeing Board will have oversight, where appropriate, of the use of resources across a wide spectrum of services and interventions to achieve its strategy and priority outcomes and to drive a genuinely collaborative approach to commissioning, including the co-ordination of agreed joint strategies.

- Provide system level oversight to the totality of commissioning expenditure in Tower Hamlets which is relevant to achieving the Board's strategic priorities.
- Identify service areas where additional improvements in joint commissioning are required to achieve priority outcomes and recommend the development of aligned or pooled budgets where that would enable improved delivery of service.
- Facilitate effective joint commissioning including the development of effective partnership arrangements, financial protocols and monitoring arrangements.
- Where there are realisable efficiencies in relevant public sector services encourage partners to share or integrate services.
- Have an overview of the management of resources already committed.
- Make recommendations on the priority of projects and allocation of resources to service providers and/or localities as appropriate, in order to achieve jointly agreed objectives.
- Have an overview of major service reconfiguration by providers of relevant public sector services and make recommendations to those providers to enable improved and integrated delivery of services.

4.48 Communication and Engagement:

The Shadow Health and Wellbeing Board will communicate and engage with local people in how they can achieve the best possible quality of life and be supported to exercise choice and control over their personal health and wellbeing. In support of this the Board will:-

- Develop and implement a Communications and Engagement strategy for the work of the Board, including how the work of the Board will be influenced by stakeholders and the public, including seldom heard groups, and how the Board will discharge the specific duties with respect to consultation and engagement on service changes.
- Represent Tower Hamlets in relation to health and wellbeing issues at a local, sub-regional, regional, national and international level, influencing and negotiating on behalf of the members of the Board and working closely with THINKs/local HealthWatch.
- Debate issues of mutual interest and concern, including key cross-cutting issues, gathering and sharing examples of good practice and taking and implementing key decisions as necessary.

4.49 Executive Officer Group to support the HWB; In order to ensure implementation of decisions and strategic direction set by the Board, an Executive Officer Group will be formed, led by the Corporate Director of Adults, Health and Wellbeing as Chief Operating Officer. Other members to include;

- a. Corporate Director of Children’s Schools and Families
- b. Director of Public Health –Tower Hamlets
- c. Borough Director – Tower Hamlets
- d. CEO –NHS TH CCG
- e. Chief Executive - THINK/local Healthwatch.
- f. Representative of BLT NHS Trust
- g. Representative of ELFT

4.50 **Employment and Skills Board**

Detailed priorities and Terms of Reference being developed.

4.51 **A Great Place to Live**

The terms of reference are draft and to be agreed by the Group. Board meetings will consist of high level focussed meetings with an agenda focussed on relevant key strategies and performance indicators. The Board is jointly chaired by the Lead Member for housing and the chair of Tower Hamlets Housing Forum.

Membership

Lead Member for Housing
Tower Hamlets Housing Forum chair
Corporate Director, Development and Renewal
Service Head, Public Realm, CLC
Head of Homeless and Housing Advice Service, D&R
Service Head Strategy and Sustainability, D&R
PCT (focus on assets)
Police (focus on assets)

5.01 **Local Governance Structures – Terms of Reference**

Purpose

5.02 Forums provide opportunities for residents to more directly shape local services by helping set priorities and then holding services to account for delivery. They are a means of creating community engagement and fostering community empowerment and provide a mechanism for escalating local issues to the Partnership Executive.

5.03 Forum meetings are open to all who live or work within the area. They provide a local space where people from the area come together and

work with local public service providers, elected representatives and one another.

- 5.04 Local residents, in the form of Community Champions provide resident leadership for the forums, including agenda setting. Forums have autonomy about their agenda setting, allowing them to be proactive about very local concerns. However, to ensure clear links to the Partnership's priorities and the other Partnership structures (the CPDGs and Partnership Executive) opportunities for discussion are available through having the Community Plan themes as standing items on the forum's agenda. It is expected that local SIT's would address any issues arising.
- 5.05 Each forum will receive around £10K per annum from the Council to allocate towards local priorities. This would be allocated through a smaller and more localised version of our successful Participatory Budgeting programme led by the Community Champions in each of the areas. However, all residents within the area would have an opportunity to vote to prioritise the available options.
- 5.06 Alongside the local forums, support would be available to enable local action focused group to develop - which would most likely be based on smaller local communities. This includes developing Neighbourhood Agreements, which enable local residents and local service providers to set out their rights and responsibilities against service standards and improvement of services at a neighbourhood level. It will also include the Council providing a standing 'offer' to local communities. This would set out what the Council would provide, and what the community group needs to do to benefit from the offer. The Council will offer:
- a) Support in helping them develop their agenda and establish an action plan
 - b) Access to decision makers in the Council so things change
 - c) Engagement and greater levels of accountability from ward councillors
 - d) Access to small amounts of seed-funding to get projects off the ground
 - e) Training to group leaders to help them chair and move things forward effectively
 - f) Provide access to Neighbourhood Agreement 'How To' toolkit from the pilot
 - g) Engagement in the creation of meaningful and appropriate service standards that are relevant to residents
- 5.07 To access the 'offer' local action groups would be required to demonstrate:

- a) They have sufficient buy-in and support to be a self-sustaining network
 - b) They have someone who is willing to act as the chair, and has the support of the wider group in doing so
 - c) They have a reasonably well-articulated sense of why they want to come together and what they want to do
 - d) They can show that they are broadly representative of others in their community and are pursuing goals which are in line with the spirit of the community plan
- 5.08 However, this funding will be monitored by the Community Champions in each of the forums.

Membership

- 5.09 Community Champions will be recruited and receive training and support. They will be recruited from within the area they are volunteering for. Their role includes scrutinising local public services, setting local priorities and monitoring the distribution of the allocated 'seed funding'.
- 5.10 Local public service officers from the paired LAP Service Integration Team (SIT) will be in attendance at each forum meeting. The SIT already include Council frontline services, police SNT teams and in some cases local youth providers. There would also be an expectation for representation of local service providers such as GPs, Public Health co-ordinators and youth contract managers - but attendance would vary and be based upon the pre-agreed agenda to ensure the most appropriate officers are invited. The appropriate ward Councillors are invited to attend the forum meetings.
- 5.11 Administrative support, including minute taking, is provided through the 'Partnership Governance Apprenticeship Scheme'.
- 5.12 Forum meetings are open public meetings and as such are open to all. Meetings are advertised well in advance through established Partner communications channels.

Working Arrangements

- 5.13 Each Forum meets four times a year. However, this is flexible to permit additional meetings if required, for instance when organising the 'seed funding' through the Participatory Budget arrangements additional sessions in quick succession for key forum members may be necessary.
- 5.14 The minutes of all meetings will be recorded and shared with all members of the forum within a month following each meeting.

- 5.15 Issues raised at the forums will be escalated to the relevant CPDG by SIT officers in attendance in the form of a short summary report. This report must be accepted as true and accurate by the forum's chair. Reports from all of the forums will be compiled by the 'Local Forum Coordinator' based at the Council.

6.0 **Tower Hamlets Partnership: Code of Conduct**

Introduction

The code of conduct sets out the standards of conduct expected of all partners and their representatives when working as part of the Tower Hamlets Partnership. The Code applies to all the partner representatives and applies to all activities undertaken on behalf of the partnership.

General Principles

The Tower Hamlets Partnership commits to follow the Seven Principles of Public Life as set out by the Nolan Committee on Standards in Public Life:

Selflessness

Partners should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Partners should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, partners should make choices on merit.

Accountability

Partners are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Partners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Partners have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Partners should promote and support these principles by leadership and example.

In addition, the principles of One Tower Hamlets (tackling inequality, strengthening cohesion and building community leadership), and adhering to the principles set out in the Performance Management and Accountability Framework will robustly apply.

Roles and responsibilities

There are certain specific expectations, above and beyond the general principles, that apply to all partners. To this end partners will:

- put the residents of Tower Hamlets at the centre of their work by remaining responsive to needs and establishing a powerful public
- treat one another with respect and equality
- be punctual in attendance at partnership meetings or present apologies for absence
- adhere to the format of meetings, the rules of debate and generally the spirit and rules by which the meeting is conducted
- ensure that their contribution to the partnership is of a consistently high quality in order to drive performance improvement and ensure delivery of objectives and outcomes
- be open to constructive criticism
- ensure that everyone is treated equally and there is no discrimination on the basis of age, gender, disability, ethnicity, culture, religion, sexuality or any other grounds, and
- remain professional at all times

Confidential information

Some of the information that partners have access to will be of a confidential or sensitive nature. Partners commit to respecting the confidentiality of that information and treating it with discretion. When in doubt about the confidentiality of a document, representatives should check with the chair of their group. If the chair is unsure, direction should be sought from the Service Head, One Tower Hamlets.

This should not, in any way, prevent partners with serious and reasonably held concerns about malpractice within the work of the partnership to come forward and voice these concerns.

Declaring interests

Partners must declare a personal interest where a matter or decision connected to the partnership might reasonably be regarded as affecting, to a greater extent than other residents of Tower Hamlets, one or more of the following:

- Their well-being or financial position or that of a friend or relative;
- Any employment or business carried on by such persons;
- Any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- Any organisation of which they are a member;
- Any organisation in which they are in a position of general control or management.

A partner with a personal interest also has a prejudicial interest if the interest is one that a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the partner's judgement of the public interest.

All personal and prejudicial interests must be declared as soon as they become apparent. A partner declaring a prejudicial interest must not influence nor participate in the partnership decision-making regarding the matter in which they have an interest.

Gifts and hospitality

Offers of gifts or hospitality should be treated with caution. The conduct of partners and their representatives should never lead anyone to question their interests, and it is the perceptions of the general public that are paramount when deciding whether a gift or offer of hospitality is reasonable.

Naturally, criminal sanctions can apply where gifts or hospitality are accepted in return for influence over local government business.

Compliance with the Code

Any suspected breach of the Code should be brought to the attention of the Chair of the partnership and the Service Head, One Tower Hamlets. They shall have the power to require the representative or partner concerned to withdraw from participating in partnership business until such time as an investigation has been undertaken and agreement reached between the other partners as to the appropriate way forward.

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Agenda Item 6.3

Committee/Meeting: OVERVIEW AND SCRUTINY	Date: 6 March 2012	Classification: Unrestricted	Report No:
Report of: Corporate Director Resources		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q3 2011/12 (Month 9)	
Originating officer(s) Peter Hayday, Service Head Financial Services, Risk & Accountability Michael Keating, Service Head One Tower Hamlets		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 3 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; together with
- An overview of performance for all of the reportable strategic measures.

1.2 This report will be considered by Cabinet on 14th March.

1.3 Finance Overview

1.3.1 General Fund

As at the end of the third quarter to 31st December 2011, the forecast outturn is now for a net budget underspend of £0.35m on an overall net budget of £311m. The projected underspend is the result of the industrial action taken by staff concerned about the governments proposals for changes to public sector pensions.

However there remain a number of on-going financial risks which continue to

be closely monitored and are summarised in Section 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 and Appendix 3.

1.3.3 Capital Programme

Directorates have spent 62.8% of their capital budgets for the year (£105.7m against budgets of £168.3m). Programme slippage of £5.8m is currently being projected. Further information is provided in paragraphs 4.5 and 4.6.

1.4 Strategic Measures

The Strategic Measures Set enables the Council to monitor progress against our priorities. Of the measures reportable this quarter, 41% (including subset of measures) have met or exceeded their target (Green), 37% have not met their target but are above minimum expectation (Amber) and 22% are below minimum expectation (Red). 59% of all measures reportable this quarter have improved compared to this time last year and 11% have deteriorated.

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

- Appendix 1 – lists budget/target adjustments (including virements) and details of how the 2011/12 capital budget has changed since the previous quarter.
- 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.
- Appendix 5 – provides an overview of performance for all of the reportable strategic measures.

2. DECISIONS REQUIRED

Cabinet is recommended to:

- 2.1. Review and note the Quarter 3 2011/12 performance; and
- 2.2. Note the Council's financial position as detailed in sections 3 and 4 and Appendices 1-4 of this report.

3. REVENUE

3.1 General Fund Summary

The following table summarises the General Fund position as at the end the third quarter (to 31st December 2011) and the projected outturn position. The budgets for each service area reflect the adjustments and virements made to date and which are detailed in Appendix 1.

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	103,098	71,334	71,338	4	103,098	0
Chief Executive	11,104	8,328	7,963	(365)	11,104	0
Children, Schools and Families	92,089	193,445*	191,122	(2,323)	92,089	0
Communities, Localities & Culture	72,882	53,063	52,238	(825)	72,882	0
Development and Renewal	22,010	13,101	13,575	474	22,010	0
Resources	13,116	9,837	9,527	(310)	13,116	0
Corporate Costs/Capital Financing	(3,339)	8,793	8,443	(350)	(3,689)	(350)
TOTAL	310,960	357,901	354,206	(3,695)	310,610	(350)

* The budget to date is made up of the general fund budget to date of £72.780m, the Dedicated Schools Grant amount due of £96.453m, and other government grant amount due of £24.212m.

All the major variances to service directorate budgets as at the quarter end relate to differences between profiled contract spend and actual spend. These variances are projected to even out over the final quarter.

Other smaller year-to-date variances are explained in the detailed budget analysis in Appendix 2.

However, the year to date variance on the corporate costs budget of £0.35m is also projected to be the year end position, with a resultant corresponding underspend in the Council's overall 2011-12 budget. The reason for this projected underspend is detailed in Section 3.6 below.

3.2 Adults, Health and Wellbeing NIL

At the end of month nine Adults Health and Wellbeing are forecasting a breakeven position. The Directorate continues to have a number of budget risks as a result of demographic changes. However, these risks are currently being mitigated through additional NHS funding and the application of pre-agreed budget growth provisions.

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.

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 which has now been vired from the corporate risk provision.

C Domiciliary Care Savings

As reported previously, the Directorate has an efficiency target for 2011/12 of £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. 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. However, there remains a potential savings slippage of some £0.8m that will be managed through the corporate contingency. 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.

The Directorate has agreed a service plan with the Primary Care Trust which details the outcomes being sought by both parties through the additional allocation of resources.

The Directorate was notified by the Department of Health at the beginning of January 2012 of a further allocation made available through the NHS to support Social Care expenditure arising from Winter Pressures. The allocation for the Authority was £0.857m. This funding could affect the level of carry forward required by the Directorate at the end of the financial year.

3.3 Chief Executive NIL

A breakeven position continues to be forecast; however there remains a risk that the levels of budgeted income for Communications will be lower; this is due to changes to the external advertising market reducing overall demand for advertising and a reduced level of demand for design and print services. Mitigating action by the service is being taken to address these reductions and manage expenditure within budget.

3.4 Children, Schools and Families NIL

The Directorate is continuing to report that it will be able to operate within budget for 2011/12. Nonetheless, there remains an underlying gap of £0.302m in the savings targets for 2011/12 with budget pressures of up to £0.2m in total in Building and Technical Services (BATS) and Buildings & Development, which have no long-term funding to support them which will therefore need to be addressed. Separate strategies are being pursued to address the underlying issues in both of these areas.

3.5 Development and Renewal NIL

A breakeven position is currently forecast; the Directorate has taken mitigating action to manage the budget pressures relating to the Third Sector and the position is being closely monitored.

In line with the Medium Term Financial Plan presented to Cabinet in January and February, the 2011/12 budget has been adjusted to reflect the year one

New Homes Bonus of £4.3m. This government funding has been vired to D&R and will be used to provide the first tranche of £10m of Decent Homes Funding which is to be set aside in earmarked reserves over the next three years.

3.6 Corporate Costs & Capital Financing £0.35m Underspend

The Corporate Costs and Capital Financing budget is now forecasting an underspend for the year of £0.35m. This budget incorporates the Council's corporate contingency provisions which are used to fund one-off unforeseen costs and service department budget pressures which cannot be contained through mitigating actions by the service directorates.

As a result of the industrial action taken by staff during the third quarter in protest against the government's proposals for changes to the public sector pension schemes, there has been a 'windfall saving' in employee costs across all directorates totalling £350k. It is proposed that the service directorate budgets will be adjusted to reflect these savings which will then be reflected through the corporate provisions budget.

3.7 Housing Revenue Account (HRA) NIL

The overall projected HRA break-even position is the net result of a number of projected under and overspends as previously reported. These relate primarily to higher maintenance expenditure and capital financing requirements offset by reduced management and special service costs and higher than budgeted commercial rental income.

A detailed analysis of the HRA is attached as Appendix 3.

3.8 Income Collection Performance Targets

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

Income Stream	Collected in 2010/11 %	Target to 31.12.11 %	Collected to 31.12.11 %	Direction of Travel
Business Rates	99.60	73.49	87.81	↑
Central Income	90.00	86.00	86.33	↑
Council Tax	95.10	71.30	71.55	↑
Housing Rents	99.87	100.00	99.41	↓
Service Charges	110.40	71.79	78.68	↑

Central Income includes Housing benefit, overpayments and other sources of income not shown in the other specific categories above. Collection has recovered this quarter and is now on target, with a majority of large invoices that were granted extended payment arrangements now paid in full. Collection dipped slightly over the December period but is expected to recover in January.

Although Council Tax collection remains slightly ahead of target and up on last year's performance, due to the high number of Single Person Discounts being removed as a result of the SPD review, the overall amount collectable has increased by over £0.3m. This will be recovered over the remaining instalments.

Collection of Housing Rents is 99.41%. This is due to collection in December falling below 100%, the first time in Quarter 3. This occurred despite various proactive measures taken by the Rents team to promote the importance of maintaining rent payments during December and over the Christmas period, including an article published in the East End Life.

Although a downturn occurred in December, it should be noted that this was a significant improvement when compared to previous years.

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

Comparable parking income	Collected in 2010/11 %	Benchmark to 31.12.11 %	Collected to 31.12.11 %	Direction of Travel
PCNs	63.09	58.00	60.00	↑

The projected performance for the collection of income from Penalty Charge Notices (PCNs) for the first 9 months of 2011/12 was 58%. Actual performance over this period is 60%. The full year projection is a collection rate of 63%, which is in line with collection rate for 2010/11.

4. CAPITAL

4.1 The capital budget now totals £168.3m, decreased from £176.7m in Quarter 2. This is mainly due to the re-profiling of budgets for school expansion schemes (CSF) and for Watney Market Idea Store (CLC).

4.2 Details of all the changes to the capital programme budget are set out in Appendix 1.

- 4.3 Total capital expenditure to the end of Quarter 3 represented 62.8% of the revised capital programme budget for 2011/12 as follows:

	Annual Budget as at 31-Dec-11	Spent to 31-Dec-11	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	18.571	10.594	57.0%
Children, Schools and Families Resources	16.424	11.734	71.4%
Adults, Health and Wellbeing	1.560	1.242	79.6%
Development and Renewal	0.295	0.149	50.5%
Building Schools for the Future (BSF)	15.329	8.994	58.7%
Housing Revenue Account (HRA)	77.858	59.698	76.7%
GRAND TOTAL	168.288	105.725	62.8%

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

	Annual Budget as at 31-Dec-11	Forecast to 31-Mar-12	Projected Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Communities, Localities and Culture	18.571	18.336	-0.235
Children, Schools and Families Resources	16.424	16.424	0.000
Adults, Health and Wellbeing	1.560	1.560	0.000
Development and Renewal	0.295	0.216	-0.079
Building Schools for the Future (BSF)	15.329	13.756	-1.573
Housing Revenue Account (HRA)	77.858	77.858	0.000
GRAND TOTAL	168.288	162.494	-5.794

Total projected expenditure for the year of £162.5m reflects an £5.8m slippage against the 2011/12 budget. This is due in the main part to delays in the Housing Capital Programme (HRA). Resources will be carried forward and used for the agreed projects in future years. A summary of projected variances is set out below with a more detailed analysis included as Appendix 4.

4.5 Development and Renewal

Within the D&R budget, there is a contingency provision of £1.5m for DDA & Emergency property works. At this stage, there has been no call on this funding and therefore these sums of money will be available to fund new / future year capital schemes.

4.6 Housing Revenue Account

Housing Capital Programme - The mainstream, non Decent Homes element of the Housing Capital programme is managed by Tower Hamlets Homes on behalf of the Authority and incorporates work to the Council's own stock. Due to delays and the re-phasing of works on certain schemes, in particular the Lister and Treeves project, it is anticipated that some slippage will occur into the first few months of the 2012/13 financial year. Resources will be carried forward as necessary in line with the HRA Business Plan model.

Regional Housing Pot: Birchfield & Malmesbury Estates - The master planning process is currently being reassessed and therefore slippage into 2012/13 is anticipated. The project is funded from Homes and Communities Grant and is not year specific.

Blackwall Reach - A moratorium was put in place on leaseholder buybacks until a development partnership was approved. The partner is now in place and buybacks are now progressing, however expenditure will slip into later years. The project is not year specific and resources are in place to fully fund the project.

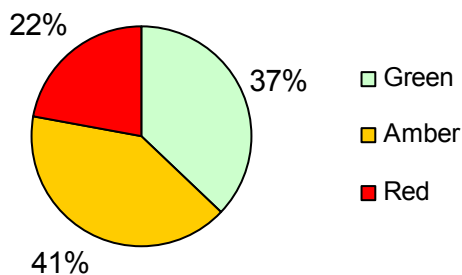
5 Strategic Performance Measures

- 5.1 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.
- 5.2 Appendix 5 illustrates the latest performance against our strategic measures. Performance against the current target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should the performance fall below minimum expectation – indicated as the dotted red line, it is marked as 'Red'. Should it fall above the minimum expectation, but below target – indicated as the solid green line, it is 'Amber'. Should it be performing above the target, it is indicated 'Green'. Performance is also measured against the equivalent quarter for the previous year, as 'direction of travel'. If performance is deteriorating, it is indicated as a downward arrow ↓, if there is no change (or less than 10% change) it is neutral ⇔, and should it be improving, it is indicated as an upward arrow ↑.

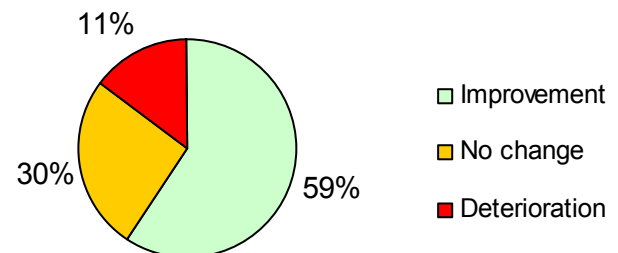
Strategic Performance Measures – Quarter 3 (October - December 2011)

- 5.3 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 45 measures in the Strategic Set, including subset of measures, 28 are reportable this quarter. Of these:
- 10 are meeting or exceeding their target (Green), with 10 of these an improvement from last year (↑);
 - 11 are above the minimum expectation but below target (Amber), with 5 of these improving (↑) and 1 of them deteriorating (↓) from last year's performance;
 - 6 are below the minimum expectation (Red), with 1 indicator improving (↑) and 2 deteriorating (↓); and
 - 1 indicator does not currently have a target as the government has recently changed the definition, therefore a RAG status and direction of travel is not available.

Performance against target (Q3)



Direction of travel compared to Q3 10/11



- 5.4 The following sections detail our performance under three key headings:
- High performing areas;
 - Areas of improvement; and
 - High risk areas

High Performing Areas

- 5.5 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 are key local priorities. 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 3 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)

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 all four areas of street and environmental cleanliness. Quarter 3 outturns show that we have significantly exceeded our targets on levels of litter and detritus, with both graffiti and fly posting also exceeding targets. 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 5 or more A*- C grades at GCSE or equivalent including English and Maths (NI 075)

Figures at Key Stage 4, an important mayoral pledge for improvement, are also strong with 61.4% of students achieving five or more A*-C grades at GCSE or equivalent including English and Maths. This exceeds our target and the national average. Recently published national ranking by the Department for Education shows that Tower Hamlets is the second most improved borough in the country for this measure.

Early Years Attainment

Achievement of at least 78 points across the Early Years Foundation Stage (NI072)

Our results illustrate 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.

Areas of Improvement

- 5.6 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.

Workforce to Reflect the Community

Percentage of LP07 or above staff that are from an ethnic minority/who have a disability (Strategic 103/104)

The percentage of LP07 or above staff that are from an ethnic minority or who have a disability has improved both since the previous quarter and since the same period last year. Both outturns remain below target but are above the minimum expectation. A number of new initiatives have been agreed as part of the Workforce to Reflect the Community programme to further improve these indicators going forward, including the percentage of LP07 or above staff that are women.

Customer Access

Overall Satisfaction (Strategic110a)

There continues to be an increase in the overall customer access satisfaction rate compared to this time last year, going from 87% to 92%, making it on target this quarter. The key driver of call resolution has also increased and has helped to drive up satisfaction. 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.

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 642.4. 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.

Health and social care

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

Current figures show that 41.4% of social care clients and carers are in receipt of Self Directed Support which falls short of our ambitious target. However, current performance is a 1.1% improvement from the previous quarter and almost 11% 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. During this time the Directorate has also implemented several projects within the Transforming Adult Social Care Programme (TASC) including a new customer journey.

Stopping smoking (NI123)

The latest smoking cessation figures relating to Quarter 2, a Mayoral pledge. This shows that half way through the year 1949 residents set quit dates and 1054 residents have achieved a 4 week quit. This gives a quit rate of 54% - a significant improvement from the last quarter and almost 50% higher than at the same point last year.

High Risk Areas

- 5.7 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 includes measures that are below their target and have not improved since the corresponding quarter for the previous year.

Employment

Overall employment rate - working age (NI151)

After a significant improvement between quarters two and three the gap between the borough's employment rate and the London average has increased from 6.7% to 8.6% (the London average remains unchanged). The Jobseekers Allowance (JSA) claimant rate has also 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 through adopting a total place approach to employment services through the Employment Strategy. Additionally, the Government has just launched the ESF Families with Multiple Barriers to work programme to be delivered by Reed in Partnership. This programme will work alongside the Council's Family Intervention Programme and the Skillsmatch service to identify and support workless family members, other than those already engaged in labour market activities, to encourage them into work. The Olympic Games offer further opportunities for our residents.

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. 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.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 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.
- 6.2 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.

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

- 7.1 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.
- 7.2 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.
- 7.3 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.
- 7.4 When considering its performance, 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 officers must consider the need for equality analysis when carrying out any action in discharge of the Council’s functions.

8. 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.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

10. 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.

11. 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.

12. EFFICIENCY STATEMENT

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

13. APPENDICES

- Appendix 1 – lists budget/target adjustments (including virements) and details of how the 2011/12 capital budget has changed since the previous quarter.
- 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.
- Appendix 5 – provides an overview of performance for all of the reportable strategic measures

**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

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Revenue 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 (as per Budget Book)	310,960,595	98,806,200	76,599,860	70,138,818	17,502,000	12,654,272	10,294,067	24,965,378
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	0	106,000						(106,000)
Frameworki	0	290,000						(290,000)
Health (Government Grant)	0			35,000				(35,000)
Safer Stronger Communities	0			63,390				(63,390)
Transfer of Complaints Team	0					21,073	(21,073)	
Social Worker Growth Bid	0		967,000			55,000		(967,000)
Registrars	0					40,176		(55,000)
Web Team Transfer of Post	0						(40,176)	
Growth - Learning Disabilities Commissioning	0	602,000			100,000			(602,000)
Growth - Local Land Charges	0				550,000			(100,000)
Growth - Admin buildings	0							(550,000)
Growth - Concessionary Fares	0		1,728,000	832,000			2,045,178	(832,000)
Base Budget Adjustments	0			714,000				(3,773,178)
Concessionary Fares - contribution from parking control account	0				2,431,151	(2,431,151)		(714,000)
Third Sector Transfer	0							
PD Transfer	0						689,000	(689,000)
Mayors' Allowance	0					90,000		(90,000)
Partnerships Reserve - You Decide! Healthy lifestyle project	0		10,000	35,000				(35,000)
Partnerships Reserve - You Decide!	0		488,000					(10,000)
Early Intervention Grant	0			86,000				(488,000)
SAIGs Intervention Programme - ABG	0			48,000				(86,000)
SAIG Menus - Community Bus	0			225,000				(48,000)
Olympics J18 Transfer	0				(225,000)			
CLC Lifelong Learning Growth Provision	0					100,000		(225,000)
Underspend Carried Forward: Legal Services	0						(215,586)	(100,000)
Transfer of Social Care Access Team to AHWB	0	215,586						(800,000)
AHWB Domiciliary Care Growth Provision	0	800,000						(800,000)
Mayors Employee costs allowance	0			115,226				(191,000)
Use of Reserve: CLC SFA YPLA	0					191,000		(115,226)
Use of Reserve CSF: DFES-Standards Fund	0		3,899,349					(3,899,349)
Older People Demographic Growth	0	2,145,000						(2,145,000)
Pre-Evaluation Depreciation	0	164,100	2,787,000	52,400	50,300		265,300	(3,319,100)
New Homes Bonus	0				4,287,276			(4,287,276)
Clients Letting Support Team	0	(253,000)			253,000			
Lead Local Flood Grant	0			147,000				(147,000)
Total Adjustments	0	4,292,019	15,489,194	2,742,699	4,507,994	(1,550,166)	2,822,579	(28,304,319)
Revised Current Budget 2011-12	310,960,595	103,098,219	92,089,054	72,881,517	22,009,994	11,104,106	13,116,646	-3,338,941

Capital Control Budget 2011/12								
Item	Total Capital Budget	Adults, Health and Wellbeing	Building Schools for the Future	Chief Executive's/ Resources	Children Schools and Families	Communities, Localities and Culture	Development and Renewal	Housing Revenue Account
2011-12 Original Budget at February 2011 Cabinet	149,756,000	60,000	91,601,000	220,000	24,823,000	10,959,000	4,693,000	17,400,000
Carry forward 2010/11	43,019,000	176,000	17,034,000	1,731,000	4,414,000	3,353,000	10,455,000	5,856,000
Quarter 1 Adjustments	24,350,000							
New Schemes Approved	-35,747,000		(29,934,000)		3,300,000	4,708,000		16,342,000
Budget Re-profiled	-10,051,000	(1,000)			0	(498,000)	(3,544,000)	(1,771,000)
Existing Scheme budget adjustment					(8,435,000)	(662,000)	423,000	(1,376,000)
Quarter 2 Adjustments	1,537,000	80,000			275,000	382,000	800,000	
New Schemes Approved	2,994,000	(20,000)	(843,000)		(2,445,000)	2,000,000	2,502,000	1,800,000
Budget Re-profiled	854,000				(1,000)	855,000		
Existing Scheme budget adjustment								
Quarter 3 Adjustments	1,293,000							
New Schemes Approved	-9,431,000				(5,597,000)	1,293,000		
Budget Re-profiled	-286,000			(391,000)	90,000	(3,834,000)		
Existing Scheme budget adjustment	0					15,000		
0	0							
0	0							
Total Adjustments	18,532,000	235,000	(13,743,000)	1,340,000	-8,399,000	7,612,000	10,636,000	20,851,000
Revised Current Budget 2011-12	168,288,000	295,000	77,858,000	1,560,000	16,424,000	18,571,000	15,329,000	38,251,000

2% to 5%
Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

		FULL YEAR										Variance (Latest Budget to Latest Forecast Outturn) £'000	%	
		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						
ADULTS HEALTH & WELLBEING	Expenditure	111,548	116,503	78,505	79,776	1,271	117,189	119,093	2,590	2				
	Income	(12,745)	(13,405)	(7,171)	(8,438)	(1,267)	(16,147)	(15,995)	(2,590)	19				
	Net Expenditure	98,803	103,098	71,334	71,338	4	101,042	103,098	0	0				
CHIEF EXECUTIVES	Expenditure	20,375	17,806	13,355	12,898	(457)	18,527	17,806	0	0				
	Income	(7,700)	(6,702)	(5,027)	(4,935)	92	(7,614)	(6,702)	0	0				
	Net Expenditure	12,675	11,104	8,328	7,963	(365)	10,913	11,104	0	0				
CSF SCHOOLS BUDGET (DSG)	Expenditure	322,084	325,375	244,030	123,131	(120,899)	322,526	325,674	299	0				
	Income	(322,084)	(325,375)	(244,031)	(26,679)	217,352	(322,526)	(325,674)	(299)	0				
	Net Expenditure	0	0	0	96,453	96,453	0	0	0	0				
CSF GENERAL FUND	Expenditure	123,510	157,522	121,855	115,048	(6,807)	153,490	157,367	(155)	(0)				
	Income	(46,911)	(65,433)	(49,075)	(20,379)	28,696	(68,087)	(65,278)	155	(0)				
	Net Expenditure	76,599	92,089	72,780	94,669	21,889	85,403	92,089	0	0				
COMMUNITIES, LOCALITIES & CULTURE	Expenditure	111,559	118,781	86,727	81,981	(4,746)	118,495	118,794	13	0				
	Income	(41,402)	(45,899)	(33,664)	(29,743)	3,921	(45,928)	(45,912)	(13)	0				
	Net Expenditure	70,137	72,882	53,063	52,238	(825)	72,567	72,882	0	0				
DEVELOPMENT & RENEWAL	Expenditure	88,906	84,307	59,824	58,841	(984)	83,031	85,988	1,680	2				
	Income	(71,403)	(62,297)	(46,723)	(45,265)	1,458	(65,612)	(63,978)	(1,680)	3				
	Net Expenditure	17,503	22,010	13,101	13,575	474	17,419	22,010	0	0				
RESOURCES	Expenditure	263,633	331,069	248,302	261,098	12,798	330,804	331,069	0	0				
	Income	(253,359)	(317,953)	(238,465)	(251,571)	(13,108)	(317,953)	(317,953)	0	0				
	Net Expenditure	10,274	13,116	9,837	9,527	(310)	12,851	13,116	0	0				
CORPORATE COSTS & CAPITAL FINANCING	Expenditure	19,385	(3,339)	8,793	8,443	(350)	10,765	(3,689)	(850)	0				
	Income	0	0	0	0	0	0	0	0	0				
	Net Expenditure	19,385	(3,339)	8,793	8,443	(350)	10,765	(3,689)	(850)	10				
TOTAL	Expenditure	1,060,980	1,148,025	861,391	741,216	(120,173)	1,154,827	1,152,102	4,078	0				
	Income	(755,604)	(837,064)	(624,155)	(387,010)	237,144	(843,867)	(841,492)	(4,428)	1				
	Net Expenditure	305,376	310,960	237,236	354,206	116,971	310,960	310,610	(350)	(0)				

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

2% to 5% Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

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 £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast) £'000	Variance (Previous Forecast to Latest Forecast) £'000	Variance (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												
Vote Budget Manager: D.Cohen Low Date forecast last reviewed: 30/09/2011												8%
Vote Budget Manager: K.Sugars Low Date forecast last reviewed: 30/09/2011												0%
Vote Budget Manager: B.Disney Medium Date forecast last reviewed: 31/10/2011												-7%
Vote Budget Manager: P.Thorogood High Date forecast last reviewed: 31/10/2011												0%
Vote Budget Manager: B.Disney High Date forecast last reviewed: 15/1/2011												0%
The gross expenditure is a result of supporting clients in the community, in particular on domiciliary care and direct payments. The surplus of income is the result of shared care packages which are partly funded by NHS Tower Hamlets.												7%
Vote Budget Manager: B.Disney High Date forecast last reviewed: 15/1/2011												-1%
Vote Budget Manager: R.Fradgley High Date forecast last reviewed: 15/1/2011												16%
There has been an increase in the number of clients in the physical disabilities client group, which has led to an increase in gross expenditure. Part of this has been offset by income. The surplus of income is the result of an increase in income for shared care packages which are partly funded by NHS Tower Hamlets.												-36%
Vote Budget Manager: B.Disney High Date forecast last reviewed: 15/1/2011												1%
Vote Budget Manager: D.Ingram Low Date forecast last reviewed: 30/09/2011												4%
Vote Budget Manager: B.Disney Low Date forecast last reviewed: 30/09/2011												4%
Vote Budget Manager: B.Disney Low Date forecast last reviewed: 30/09/2011												4%

FULL YEAR

ADULTS, HEALTH & WELLBEING

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 to Latest Forecast Outturn) £'000	Variance (Previous Latest Forecast to Latest Forecast Outturn) %	
A50 Supporting People	14,526	14,274	9,900	9,903	0	14,604	14,274	0	(2)	0%
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	14,526	14,274	9,900	9,903	3	14,604	14,274	0	(2)	
Vote Budget Manager: C.Kilpatrick Medium Budget Risk: Medium Date forecast last reviewed: 31/10/2011										
A55 Quality and Performance	678	758	450	428	(22)	764	719	(39)	(5)	6%
Expenditure	(29)	(105)	0	0	0	(105)	(105)	0	0	
Income	649	653	450	428	(22)	659	614	(39)	(6)	
Net Expenditure	649	653	450	428	(22)	659	614	(39)	(6)	
Vote Budget Manager: K.Sugars Low Budget Risk: Low Date forecast last reviewed: 30/09/2011										
A56 Social Services IT.	356	356	180	205	25	397	397	41	12	12%
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	356	356	180	205	25	397	397	41	12	
Vote Budget Manager: K.Sugars Low Budget Risk: Low Date forecast last reviewed: 30/09/2011										
A57 Strategic Projects	0	0	0	0	0	0	0	0	0	0%
Expenditure	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	
Vote Budget Manager: K.Sugars Low Budget Risk: Low Date forecast last reviewed: 30/09/2011										
A58 Technical Resources	444	835	645	646	1	653	837	2	28	-1%
Expenditure	(1)	(23)	(25)	(32)	(7)	(37)	(32)	(9)	(39)	
Income	443	812	620	614	(6)	616	805	(7)	(1)	
Net Expenditure	443	812	620	614	(6)	616	805	(7)	(1)	
Vote Budget Manager: K.Sugars Medium Budget Risk: Medium Date forecast last reviewed: 31/10/2011										
A59 Corporate Services	761	2,042	1,750	567	(1,183)	630	630	(1,412)	(69)	-74%
Expenditure	0	(115)	(4,000)	(4,120)	(120)	(135)	(135)	(20)	17	
Income	761	1,927	(2,250)	(3,553)	(1,303)	495	495	(1,432)	(74)	
Net Expenditure	761	1,927	(2,250)	(3,553)	(1,303)	495	495	(1,432)	(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 approximately £1m of inflation that to date has not been agreed by 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. Vote Budget Manager: P.Thorogood Medium Budget Risk: Medium Date forecast last reviewed: 31/10/2011										
A61 Business Supp & Prog Management	1,304	1,022	830	1,013	183	1,215	1,248	226	3	11%
Expenditure	(794)	(124)	(6,786)	(8,126)	(1,340)	(14,446)	(13,926)	(2,422)	(4)	
Income	520	898	830	1,013	183	996	996	98	11	
Net Expenditure	520	898	830	1,013	183	996	996	98	11	
Vote Budget Manager: K.Sugars Medium Budget Risk: Medium Date forecast last reviewed: 31/10/2011										
A62 Strategy and Policy	152	158	145	138	(7)	158	148	(10)	(6)	32%
Expenditure	(111)	(111)	(111)	(111)	0	(86)	(86)	25	(23)	
Income	41	47	145	138	(7)	72	62	15	32	
Net Expenditure	41	47	145	138	(7)	72	62	15	32	
Vote Budget Manager: K.Sugars Low Budget Risk: Low Date forecast last reviewed: 30/09/2011										
Commissioning & Strategy	83,779	88,657	58,662	60,441	1,779	90,028	91,760	3,103	4	1%
Expenditure	(11,794)	(11,504)	(6,786)	(8,126)	(1,340)	(14,446)	(13,926)	(2,422)	(4)	
Income	71,965	77,153	51,876	52,315	439	75,652	77,834	681	3	
Net Expenditure	71,965	77,153	51,876	52,315	439	75,652	77,834	681	3	
Service Head: D.Cohen										

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 £'000	Latest Forecast £'000	Variance (Latest Forecast to Latest Outturn)		Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	
								£'000	%		
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	
A08 Older People Mental Health	390	380	295	303	8	411	396	16	4	(4)	4%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	390	380	295	303	8	411	396	16	4	(4)	
Net Expenditure	390	380	295	303	8	411	396	16	4	(4)	
A09 Older People Assess & Care Mngmt	1,788	754	755	756	1	745	756	2	0	1	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	1,788	754	755	756	1	745	756	2	0	1	
Net Expenditure	1,788	754	755	756	1	745	756	2	0	1	
A15 Occupational Therapy	1,794	642	480	485	5	653	653	11	2	0	2%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	1,794	642	480	485	5	653	653	11	2	0	
Net Expenditure	1,794	642	480	485	5	653	653	11	2	0	
A16 Community Equipment Service	919	919	613	613	0	1,173	1,140	221	24	(3)	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	919	919	613	613	0	1,173	1,140	221	24	(3)	
Net Expenditure	919	919	613	613	0	1,173	1,140	221	24	(3)	
A00 Adult Resources Sub Div M&A	88	100	70	68	(2)	95	95	(5)	(5)	(5)	-5%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	88	100	70	68	(2)	95	95	(5)	(5)	(5)	
Net Expenditure	88	100	70	68	(2)	95	95	(5)	(5)	(5)	
A31 Physical Disabilities Establishments	660	614	410	337	(73)	519	520	(94)	(15)	(15)	-15%
Expenditure	(1)	(1)	(1)	(1)	0	(1)	(1)	0	0	0	
Income	659	613	409	336	(73)	518	519	(94)	(15)	(15)	
Net Expenditure	660	614	410	337	(73)	519	520	(94)	(15)	(15)	
A33 Older People Day Centres	1,639	1,705	1,170	1,161	(9)	1,685	1,685	(20)	(1)	(1)	-1%
Expenditure	(37)	(37)	(30)	(30)	0	(37)	(37)	0	0	0	
Income	1,602	1,668	1,140	1,131	(9)	1,648	1,648	(20)	(1)	(1)	
Net Expenditure	1,639	1,705	1,170	1,161	(9)	1,685	1,685	(20)	(1)	(1)	
A34 Home Care	6,158	5,431	4,150	3,817	(333)	5,000	5,017	(414)	(8)	(8)	-8%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	6,061	5,426	4,150	3,817	(333)	4,995	5,012	(414)	(8)	(8)	
Net Expenditure	6,158	5,431	4,150	3,817	(333)	5,000	5,017	(414)	(8)	(8)	
A02 Disabilities & Health Divisional M&A	175	195	150	142	(8)	185	184	(11)	(6)	(6)	-6%
Expenditure	0	(20)	(20)	(20)	0	(20)	(20)	0	0	0	
Income	175	175	130	122	(8)	165	164	(11)	(6)	(6)	
Net Expenditure	175	195	150	142	(8)	185	184	(11)	(6)	(6)	
A11 Physical Disabilities Sub Div M&A	93	27	27	35	8	27	27	0	0	0	0%
Expenditure	0	0	0	0	0	0	0	0	0	0	
Income	93	27	27	35	8	27	27	0	0	0	
Net Expenditure	93	27	27	35	8	27	27	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 Forecast 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	%			
A12 P.D. Assess & Care Management	1,057	246	248	248	0	247	248	2	1	0	L.Keast Medium Date forecast last reviewed: 31/10/2011	1%
Expenditure	0	0	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	1,057	246	248	248	0	247	248	2	1	0		
A13 Learning Dis Sub Division M&A	83	83	40	55	15	72	107	24	29	49	D.Sheridan Low Date forecast last reviewed: 30/09/2011	50%
Expenditure	(35)	(35)	(23)	(23)	0	(35)	(35)	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	48	48	17	32	15	37	72	24	29	49		
A14 Learning Dis Assess & Care Mngmt	951	951	620	634	14	953	978	27	3	3	D.Sheridan Medium Date forecast last reviewed: 31/10/2011	3%
Expenditure	(79)	(79)	(53)	(63)	0	(79)	(79)	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	872	872	567	581	14	874	899	27	3	3		
A17 Vulnerable Adults and Drugs	372	138	138	138	0	138	138	0	0	0	L.Keast Low Date forecast last reviewed: 30/09/2011	0%
Expenditure	(36)	(8)	0	(6)	0	(6)	(6)	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	336	130	138	138	0	130	130	0	0	0		
A18 Hospital Social Work Teams	1,147	496	493	519	26	496	493	(3)	(1)	(1)	L.Keast Medium Date forecast last reviewed: 31/10/2011	-1%
Expenditure	0	0	0	0	0	0	0	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	1,147	496	493	519	26	496	493	(3)	(1)	(1)		
A19 Adult Protection	310	348	250	160	(90)	240	238	(110)	(32)	(1)	Underspend is due to minimal spend on Deprivation of Liberties.	-35%
Expenditure	(42)	(38)	0	39	39	0	(38)	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	268	310	250	199	(51)	240	200	(110)	(35)	(17)		
A20 Mental Health Sub Division M&A	83	90	68	68	0	90	90	0	0	0	A.Tyrer Low Date forecast last reviewed: 30/09/2011	-100%
Expenditure	(81)	(89)	(45)	(45)	0	(90)	(90)	(1)	1	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	-2	1	23	23	0	0	0	(1)	(100)	0		
A24 Area Mental Health Teams	2,588	2,624	1,960	1,955	(5)	2,612	2,612	(12)	(0)	0	S.Diffey Medium Date forecast last reviewed: 31/10/2011	2%
Expenditure	(427)	(427)	(150)	(122)	28	(381)	(381)	46	(11)	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	2,161	2,197	1,810	1,833	23	2,231	2,231	34	2	0		
A25 Mental Health Day Centres	484	515	373	373	0	507	514	(1)	(0)	1	L.A.Johnson Medium Date forecast last reviewed: 31/10/2011	1%
Expenditure	(34)	(34)	(25)	(19)	6	(23)	(26)	8	(24)	(3)		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	450	481	348	354	6	484	488	7	1	1		
A32 Learning disabilities Day Centre	456	463	360	304	(56)	372	390	(73)	(16)	5	D.Sheridan Medium Date forecast last reviewed: 31/10/2011	-16%
Expenditure	(5)	(5)	(3)	(3)	0	(1)	(5)	0	0	400		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	451	458	357	301	(56)	371	385	(73)	(16)	4		
A37 Emergency Duty Social Work Service	281	284	205	313	108	420	420	136	48	0	The projected overspend is mainly due to increased costs due to single status.	52%
Expenditure	(20)	(20)	0	(20)	0	(20)	(20)	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	261	264	205	313	108	400	400	136	52	0		
A81 First Response	0	1,385	770	745	(25)	1,351	1,343	(42)	(3)	(1)	I.Williamson Medium Date forecast last reviewed: 31/10/2011	-3%
Expenditure	0	(69)	0	0	0	(69)	(69)	0	0	0		
Income	0	0	0	0	0	0	0	0	0	0		
Net Expenditure	0	1,316	770	745	(25)	1,282	1,274	(42)	(3)	(1)		

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
A82 Reablement		0	1,363	670	625	(45)	1,178	1,295	(68)	(5)	10	The in house homecare service is focussing on the delivery of a reablement service as part of the new Customer Journey and is delivering less long term support. The number of service users receiving long term support continues to fall each month as no new referrals are being accepted and users are being transferred out of the service to externally commissioned support.	-5%
Income		0	(75)	0	0	0	0	(75)	0	0	0		
Net Expenditure		0	1,288	670	625	(45)	1,178	1,220	(68)	(5)	4		
Vote Budget Manager: I. Williams		Medium											
Date forecast last reviewed: 31/10/2011													
A83 Longer Term Support		0	2,446	1,570	1,551	(19)	2,430	2,413	(33)	(1)	(1)		
Income		0	(27)	(18)	(18)	0	0	(27)	0	0	0		
Net Expenditure		0	2,419	1,552	1,533	(19)	2,430	2,386	(33)	(1)	(2)		
Vote Budget Manager: I. Williams		Medium											
Date forecast last reviewed: 31/10/2011													
Adult Social Care		21,516	22,199	15,885	15,405	(480)	21,599	21,752	(447)	(2)	1		
Income		(912)	(969)	(368)	(295)	73	(769)	(1,137)	(168)	17	48		
Net Expenditure		20,604	21,230	15,517	15,110	(407)	20,830	20,615	(615)	(3)	(1)		
Service Head: K. Marks													
A66 Learning and Development		587	587	440	440	0	569	587	0	0	3		
Income		0	0	0	0	0	0	0	0	0	0		
Net Expenditure		587	587	440	440	0	569	587	0	0	3		
Vote Budget Manager: P. Thorogood		Medium											
Date forecast last reviewed: 31/10/2011													
A67 Supported Employment		20	20	5	5	0	6	6	(14)	(70)	0		
Income		0	0	0	0	0	0	0	0	0	0		
Net Expenditure		20	20	5	5	0	6	6	(14)	(70)	0		
Vote Budget Manager: P. Thorogood		Low											
Date forecast last reviewed: 30/09/2011													
A68 Finance Services		791	1,738	1,020	989	(31)	1,686	1,686	(52)	(3)	0		
Income		(39)	(932)	(177)	(177)	0	(932)	(932)	0	0	0		
Net Expenditure		752	806	1,003	972	(31)	754	754	(52)	(6)	0		
Vote Budget Manager: P. Thorogood		Medium											
Date forecast last reviewed: 31/10/2011													
A72 Payroll On cost		1,554	0	0	0	0	0	0	0	0	0		
Income		0	0	0	0	0	0	0	0	0	0		
Net Expenditure		1,554	0	0	0	0	0	0	0	0	0		
Vote Budget Manager: P. Thorogood		Low											
Date forecast last reviewed: 30/09/2011													
A90 Support Services Holding A/C		3,301	3,302	2,493	2,493	0	3,301	3,302	0	0	0		
Income		0	0	0	0	0	0	0	0	0	0		
Net Expenditure		3,301	3,302	2,493	2,493	0	3,301	3,302	0	0	0		
Vote Budget Manager: P. Thorogood		Low											
Date forecast last reviewed: 30/09/2011													
A91 Adult Services Holding Accounts		0	0	0	4	4	0	0	0	0	0		
Income		0	0	0	0	0	0	0	0	0	0		
Net Expenditure		0	0	0	4	4	0	0	0	0	0		
Vote Budget Manager: P. Thorogood		Low											
Date forecast last reviewed: 30/09/2011													
Other		6,263	5,647	3,958	3,931	(27)	5,562	5,561	(66)	(1)	0		
Income		(39)	(932)	(17)	(17)	0	(932)	(932)	0	0	0		
Net Expenditure		6,214	4,715	3,941	3,914	(27)	4,630	4,629	(66)	(1)	0		
Service Head: P. Thorogood													
TOTAL FOR ADULTS HEALTH & WELLBEING		111,548	116,503	78,505	79,776	1,271	117,189	119,093	2,590	2	2		
Income		(12,745)	(13,405)	(7,171)	(8,438)	(1,267)	(16,147)	(15,995)	(2,590)	19	(1)		
Net Expenditure		98,803	103,098	71,334	71,338	4	101,042	103,098	0	0	2		
Director: S. Cody													

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

2% to 5%
Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

FULL YEAR										RAG Status
CHIEF EXECUTIVES										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) %	
C14 Communications	2,833	2,781	2,086	2,168	82	3,693	2,781	0	(25)	
Expenditure										
Income	(3,237)	(2,324)	(1,743)	(1,767)	(24)	(3,236)	(2,324)	0	(28)	
Net Expenditure	(404)	457	343	401	58	457	457	0	0	
TOTAL FOR COMMUNICATIONS	2,833	2,781	2,086	2,168	82	3,693	2,781	0	(25)	
Expenditure	(3,237)	(2,324)	(1,743)	(1,767)	(24)	(3,236)	(2,324)	0	(28)	
Net Expenditure	(404)	457	343	401	58	457	457	0	0	
C16 Strategy & Performance	555	901	676	581	(95)	901	901	0	0	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	555	901	676	581	(95)	901	901	0	0	
C21 Healthy Boroughs until end July 2011	0	0	0	16	16	0	0	0	0	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	16	16	0	0	0	0	
TOTAL FOR STRATEGY & PERFORMANCE	555	901	676	597	(79)	901	901	0	0	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	555	901	676	597	(79)	901	901	0	0	
C52 Legal Services	3,601	3,526	2,645	2,437	(208)	3,995	3,526	0	(12)	
Expenditure	(3,635)	(3,634)	(2,726)	(2,651)	75	(3,634)	(3,634)	0	0	
Income	(34)	(108)	(81)	(214)	(133)	361	(108)	0	(130)	
Net Expenditure	(34)	(108)	(81)	(214)	(133)	361	(108)	0	(130)	
C65 Electoral Registration	596	580	435	435	0	580	580	0	0	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	596	580	435	435	0	580	580	0	0	
C60 Borough Elections	30	30	23	23	0	30	30	0	0	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	30	30	23	23	0	30	30	0	0	
C82 Business Unit Support team	0	468	351	347	(4)	0	468	0	352	
Expenditure	0	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	0	
Net Expenditure	0	468	351	347	(4)	0	468	0	352	
C84 Information Governance & Complaints	350	350	263	194	(69)	350	350	0	0	
Expenditure	(249)	(249)	(187)	(88)	99	(249)	(249)	0	0	
Income	101	101	76	106	30	101	101	0	0	
Net Expenditure	101	101	76	106	30	101	101	0	0	
TOTAL FOR LEGAL & ELECTORAL SERVICES	4,577	4,954	3,716	3,436	(280)	4,955	4,954	0	(0)	
Expenditure	(3,884)	(3,883)	(2,912)	(2,739)	173	(3,883)	(3,883)	0	0	
Income	693	1,071	803	697	(106)	1,072	1,071	0	(0)	
Net Expenditure	693	1,071	803	697	(106)	1,072	1,071	0	(0)	
C54 One Tower Hamlets	2,343	1,350	1,013	963	(50)	1,954	1,350	0	(0)	
Expenditure	(10)	(9)	(7)	(20)	(13)	(9)	(9)	0	0	
Income	2,333	1,341	1,006	943	(63)	1,345	1,341	0	(0)	
Net Expenditure	2,333	1,341	1,006	943	(63)	1,345	1,341	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 £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast) £'000	Variance (Previous & Latest Forecast to Latest Forecast) %	Variance (Previous & Latest Forecast to Latest Forecast) %		
TOTAL FOR ONE TOWER HAMLETS	2,343	1,350	1,013	963	(50)	1,354	1,350	0	(0)	0	0	0%
	Expenditure	(10)	(7)	(20)	(13)	(9)	(9)	0	0	0	0	0%
	Income	2,333	1,341	1,006	(63)	1,245	1,341	0	(0)	0	0	0%
	Net Expenditure	862	912	684	(82)	912	912	0	0	0	0	0%
C56 Registration of Births, Deaths	(479)	(479)	(359)	(400)	(41)	(479)	(479)	0	0	0	0	0%
	Expenditure	383	433	325	(73)	433	433	0	0	0	0	0%
	Income											
	Net Expenditure											
	Vote Budget Manager: JohnS Williams Vote Budget Manager: Medium Date forecast last reviewed: 10/01/2012											
C62 Democratic Services	2,732	2,887	2,165	2,091	(74)	2,797	2,887	0	0	0	0	0%
	Expenditure	(7)	(5)	(4)	1	(7)	(7)	0	0	0	0	0%
	Income	2,725	2,880	2,160	(73)	2,790	2,880	0	0	0	0	0%
	Net Expenditure	830	830	623	(1)	830	830	0	0	0	0	0%
	Expenditure	830	830	623	(1)	830	830	0	0	0	0	0%
	Income	0	0	0	0	0	0	0	0	0	0	0%
	Net Expenditure	830	830	623	(1)	830	830	0	0	0	0	0%
	Vote Budget Manager: JohnS Williams Budget Risk: Low Date forecast last reviewed: 10/01/2012											
TOTAL FOR DEMOCRATIC & REGISTRARS SERVICES	4,424	4,629	3,472	3,365	(107)	4,539	4,629	0	0	0	0	0%
	Expenditure	(486)	(486)	(365)	(40)	(486)	(486)	0	0	0	0	0%
	Income	3,938	4,143	3,107	(146)	4,053	4,143	0	0	0	0	0%
	Net Expenditure	3,162	3,191	2,393	(24)	3,085	3,191	0	0	0	0	0%
	Expenditure	(33)	0	0	(5)	0	0	0	0	0	0	0%
	Income	3,129	3,191	2,393	(29)	3,085	3,191	0	0	0	0	0%
	Net Expenditure											
	Vote Budget Manager: Aman Dalvi Budget Risk: High Date forecast last reviewed: 16/01/2012											
TOTAL FOR CHIEF EXECUTIVES	17,894	17,806	13,855	12,898	(457)	18,627	17,806	0	(20)	0	0	0%
	Expenditure	(7,650)	(6,702)	(5,027)	(4,935)	(6,141)	(6,702)	0	(28)	0	0	0%
	Income	10,244	11,104	8,828	(365)	10,913	11,104	0	0	0	0	0%
	Net Expenditure											
	Director: Aman Dalvi											

SERVICE 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 - DECEMBER 2011

CHILDREN, SCHOOLS AND FAMILIES (Dedicated Schools Grant)										FULL YEAR				RAG Status						
Explanation of any variance that is considered to be significant and all variances greater than £100K Proposed mitigating action and dates										Variance (Previous & Latest Forecast Outturn) %		Variance (Latest Budget to Latest Forecast Outturn) %		Variance (Latest Forecast Outturn) %						
Original Budget	Latest Budget	Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
TOTAL FOR PRE-PRIMARY EDUCATION																				
Expenditure	4,738	4,738	3,554	2,392	(1,162)	4,728	4,738	4,738	0	0	0	0	0	0	0	0	0	0	0	0
Income	(103)	(69)	(52)	(325)	(273)	(59)	(69)	(69)	0	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	4,630	4,669	3,502	2,066	(1,435)	4,669	4,669	4,669	0	0	0	0	0	0	0	0	0	0	0	0
Budget Risk: Kate Bingham High Date forecast last reviewed: 13/09/2011																				
TOTAL FOR PRIMARY EDUCATION DSG																				
Expenditure	149,415	150,867	113,151	44,842	(63,308)	149,267	150,867	150,867	0	0	0	0	0	0	0	0	0	0	0	0
Income	(4,840)	(5,993)	(4,494)	(10,802)	(6,307)	(4,392)	(5,993)	(5,993)	0	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	144,575	144,875	108,656	34,040	(74,616)	144,875	144,875	144,875	0	0	0	0	0	0	0	0	0	0	0	0
Budget Risk: Kate Bingham High Date forecast last reviewed: 13/09/2011																				
TOTAL FOR SECONDARY EDUCATION DSG																				
Expenditure	129,287	130,215	97,661	56,396	(41,266)	129,034	131,027	131,027	812	1	2	0	0	0	0	0	0	0	0	0
Income	(17,412)	(18,540)	(13,909)	(11,755)	(2,150)	(17,448)	(18,540)	(18,540)	0	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	111,875	111,676	83,752	44,641	(39,116)	111,586	112,488	112,488	812	1	1	0	0	0	0	0	0	0	0	0
Budget Risk: Kate Bingham High Date forecast last reviewed: 13/09/2011																				
TOTAL FOR SPECIAL EDUCATION DSG																				
Expenditure	13,586	13,674	10,256	2,825	(7,430)	13,662	13,674	13,674	0	0	0	0	0	0	0	0	0	0	0	0
Income	(911)	(904)	(678)	(3,548)	(2,870)	(892)	(904)	(904)	0	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	12,675	12,770	9,577	(723)	(10,300)	12,770	12,770	12,770	0	0	0	0	0	0	0	0	0	0	0	0
Budget Risk: Kate Bingham High Date forecast last reviewed: 13/09/2011																				
Support For Learning Serv DSG																				
Expenditure	3,973	3,973	2,980	2,634	(346)	3,854	3,854	3,854	(119)	(3)	0	0	0	0	0	0	0	0	0	0
Income	(1,091)	(1,091)	(818)	(614)	205	(934)	(934)	(934)	157	(14)	(0)	0	0	0	0	0	0	0	0	0
Net Expenditure	2,882	2,882	2,162	2,020	(141)	2,920	2,920	2,920	38	1	0	0	0	0	0	0	0	0	0	0
Budget Risk: Liz Vickerie Medium Date forecast last reviewed: 24/06/2011																				
Pupil Referral Unit																				
Expenditure	4,925	4,924	3,693	3,206	(487)	4,994	5,005	5,005	81	2	0	0	0	0	0	0	0	0	0	0
Income	(727)	(727)	(545)	(586)	(41)	(829)	(824)	(824)	(97)	(13)	(1)	0	0	0	0	0	0	0	0	0
Net Expenditure	4,198	4,197	3,148	2,620	(528)	4,165	4,181	4,181	(16)	15	0	0	0	0	0	0	0	0	0	0
Budget Risk: Stephen Pugh High Date forecast last reviewed: 20/07/2011																				
H10 Learning & Achiev't M & A DSG																				
Expenditure	160	160	120	160	40	160	160	160	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	0	0	0	0	0	0	0	0
Net Expenditure	160	160	120	160	40	160	160	160	0	0	0	0	0	0	0	0	0	0	0	0
Budget Risk: Amie Gaming Low Date forecast last reviewed: 24/06/2011																				
H11 Early Years Service DSG																				
Expenditure	3,135	3,407	2,555	2,482	(73)	3,458	3,457	3,457	50	1	(0)	0	0	0	0	0	0	0	0	0
Income	0	0	0	(0)	(0)	(0)	(0)	(0)	(0)	(0)	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,135	3,407	2,555	2,482	(73)	3,457	3,457	3,457	50	1	(0)	0	0	0	0	0	0	0	0	0
Budget Risk: Monica Forty Low Date forecast last reviewed: 24/06/2011																				
H16 Special Educ Needs DSG																				
Expenditure	9,049	9,049	6,787	4,419	(2,368)	8,863	8,600	8,600	(449)	(5)	(3)	0	0	0	0	0	0	0	0	0
Income	(2,427)	(2,427)	(1,820)	1,252	3,072	(2,312)	(2,312)	(2,312)	115	(5)	(5)	0	0	0	0	0	0	0	0	0
Net Expenditure	6,622	6,622	4,966	5,671	704	6,442	6,288	6,288	(334)	(5)	(2)	0	0	0	0	0	0	0	0	0
Budget Risk: David Carroll Medium Date forecast last reviewed: 13/09/2011																				
H18 Educ Psychology Serv DSG																				
Expenditure	128	128	96	0	(96)	128	128	128	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	0	0	0	0	0	0	0	0
Net Expenditure	128	128	96	0	(96)	128	128	128	0	0	(0)	0	0	0	0	0	0	0	0	0
Budget Risk: David Carroll Low Date forecast last reviewed: 24/06/2011																				

CHILDREN'S 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	
H27 14-19 Years DSG	459 (77)	459 (77)	344 (69)	231 (59)	(113) (58)	381 (0)	381 (0)	(78) 77	(17) (100)	0 0	0%
	Net Expenditure	382	286	231	(59)	381	381	(1)	(0)	0	
H78 Pupil Admissions & Exci DSG	681 (117)	801 (117)	601 (68)	527 (301)	(74) (213)	806 (120)	803 (120)	2 (3)	0 2	(0) (0)	0%
	Net Expenditure	564	513	226	(287)	686	683	(1)	(0)	(0)	
TOTAL FOR LEARNING & ACHIEVEMENT	22,510 (4,439)	22,901 (4,439)	17,175 (3,329)	13,658 (249)	(3,517) (249)	22,643 (4,305)	22,388 (4,190)	(513) 249	(2) (6)	(1) (3)	-1%
	Net Expenditure	18,071	13,846	13,410	(437)	18,338	18,197	(264)	(1)	(1)	
H55 Children Looked After DSG	279 (40)	279 (40)	210 (0)	188 (0)	(22) (0)	279 (0)	279 (0)	0 0	0 0	0 0	0%
	Net Expenditure	239	210	188	(22)	279	279	0	0	0	
H76 Attendance & Welfare Service	55 (0)	55 (0)	41 (0)	55 (0)	14 (0)	55 (0)	55 (0)	0 0	0 0	0 0	0%
	Net Expenditure	55	41	55	14	55	55	0	0	0	
TOTAL FOR CHILDRENS SOCIAL CARE	334 (40)	334 (40)	251 (0)	243 (0)	(8) (0)	334 (0)	334 (0)	0 0	0 0	0 0	0%
	Net Expenditure	294	251	243	(8)	334	334	0	0	0	
H79 CSF Resources Management DSG	1,352 (294,339)	1,662 (295,430)	1,247 (221,573)	1,369 (26,679)	122 (21,573)	1,875 (295,430)	1,662 (295,430)	0 (548)	0 (33)	(11) (41)	-33%
	Net Expenditure	1,352	1,247	1,369	122	1,875	1,114	(548)	(33)	(41)	
H83 CSF Human Resources DSG	867 (0)	982 (0)	737 (0)	1,408 (0)	671 (0)	982 (0)	982 (0)	0 0	0 0	0 0	0%
	Net Expenditure	867	737	1,408	671	982	982	0	0	0	
TOTAL FOR CHILDRENS SERVICES RESOURCES	2,219 (0)	2,644 (0)	1,983 (0)	2,776 (0)	793 (0)	2,857 (548)	2,644 (548)	0 (648)	0 (21)	(7) (27)	-21%
	Net Expenditure	2,219	2,644	2,776	793	2,857	2,096	(648)	(21)	(27)	
TOTAL FOR EXTERNAL FUNDING (H68)	0 (294,339)	0 (295,430)	0 (221,573)	0 (26,679)	0 (21,573)	0 (295,430)	0 (295,430)	0 0	0 0	0 0	0%
	Net Expenditure	(294,339)	(295,430)	(221,573)	(26,679)	(295,430)	(295,430)	0	0	0	
TOTAL FOR CSF SCHOOLS BUDGET (DSG)	322,084 (322,084)	325,375 (325,375)	244,030 (244,031)	123,131 (26,679)	(120,899) 217,352	322,525 (322,526)	325,673 (325,674)	299 (299)	0 0	1 1	0%
	Net Expenditure	0	0	(0)	96,453	(1)	(1)	(0)	0	2	
											Isobel Catermole

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

2% to 5% Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

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 £'000	Latest Forecast £'000	Variance (£'000)		Variance (Previous & Latest Forecast Outturn) %				
								(Latest Budget to Latest Forecast Outturn)	(Latest Budget to Latest Forecast Outturn)					
TOTAL FOR PRE-PRIMARY EDUCATION GF	134	40	30	0	(30)	40	40	0	0	0	0	0	0%	Kate Bingham Low Date forecast last reviewed: 15/01/2012
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	134	40	30	0	(30)	40	40	0	0	0	0	0		
TOTAL FOR PRIMARY EDUCATION GF	4,003	4,564	3,423	0	(3,423)	4,564	4,564	0	0	0	0	0	0%	Kate Bingham Low Date forecast last reviewed: 15/01/2012
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	4,003	4,564	3,423	0	(3,423)	4,564	4,564	0	0	0	0	0		
TOTAL FOR SECONDARY EDUCATION GF	5,338	4,768	3,576	208	(3,368)	4,768	4,768	0	0	0	0	0	0%	Kate Bingham Low Date forecast last reviewed: 15/01/2012
Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
Income	0	0	0	(6)	(6)	0	0	0	0	0	0	0		
Net Expenditure	5,338	4,768	3,576	207	(3,368)	4,768	4,768	0	0	0	0	0		
TOTAL FOR SPECIAL EDUCATION GF	481	731	548	0	(548)	731	731	0	0	0	0	0	0%	Kate Bingham Low Date forecast last reviewed: 15/01/2012
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	481	731	548	0	(548)	731	731	0	0	0	0	0		
G10 Learning & Achievement M & A GF	175	175	131	128	(3)	168	171	(4)	(2)	2	2	0	-25%	Anne Canning Low Date forecast last reviewed: 15/01/2012
Expenditure	(160)	(160)	(120)	(160)	(40)	(160)	(160)	0	0	0	0	0		
Income	15	15	11	(32)	(43)	8	11	(4)	(25)	37	37	0		
Net Expenditure	15	15	11	(32)	(43)	8	11	(4)	(25)	37	37	0		
G11 Early Years Service GF	2,967	3,360	2,520	1,750	(770)	3,360	3,360	0	0	0	0	0	13%	Monica Forty Low Date forecast last reviewed: 15/12/2011
Expenditure	(2,890)	(3,282)	(2,462)	(3,15)	2,146	(3,273)	(3,273)	10	(0)	0	0	0		
Income	77	77	58	1,435	1,377	87	87	10	13	0	0	0		
Net Expenditure	2,967	3,360	2,520	1,750	(770)	3,360	3,360	0	0	0	0	0		
G12 Local Authority Day Nurseries	2,777	2,624	1,968	1,799	(169)	2,612	2,612	(12)	(0)	0	0	0	0%	Monica Forty Low Date forecast last reviewed: 15/12/2011
Expenditure	(2,570)	(2,570)	(1,927)	(203)	1,724	(2,558)	(2,558)	12	(0)	0	0	0		
Income	207	55	41	1,596	1,555	55	55	0	0	0	0	0		
Net Expenditure	2,777	2,624	1,968	1,799	(169)	2,612	2,612	(12)	(0)	0	0	0		
G13 Childrens Centres	10,033	10,066	7,549	5,768	(1,781)	10,021	10,024	(42)	(0)	0	0	0	-12%	Mohammed Joil Low Date forecast last reviewed: 20/01/2012
Expenditure	(10,033)	(10,033)	(7,525)	(7,551)	9,993	(9,995)	(9,995)	38	(0)	0	0	0		
Income	0	33	25	5,795	5,770	28	29	(4)	(12)	4	4	0		
Net Expenditure	10,033	10,066	7,549	5,768	(1,781)	10,021	10,024	(42)	(0)	0	0	0		
G14 School Improvement Primary	461	1,163	873	732	(141)	1,010	1,010	(153)	(13)	(0)	(0)	0	-39%	Monica Forty Low Date forecast last reviewed: 15/12/2012
Expenditure	(453)	(623)	(467)	(471)	(3)	(1,212)	(680)	(57)	9	(44)	(44)	0		
Income	8	540	405	261	(144)	(202)	330	(210)	(39)	(263)	(263)	0		
Net Expenditure	461	1,163	873	732	(141)	1,010	1,010	(153)	(13)	(0)	(0)	0		
G16 Special Educational Needs GF	4,580	5,141	2,869	3,350	481	4,994	4,992	(179)	(3)	(1)	(1)	0	0%	David Carroll High Date forecast last reviewed: 15/01/2012
Expenditure	(228)	(790)	(592)	(54)	538	(812)	(610)	180	(23)	(25)	(25)	0		
Income	4,352	4,352	2,277	3,296	1,019	4,182	4,352	0	0	4	4	0		
Net Expenditure	4,580	5,141	2,869	3,350	481	4,994	4,992	(179)	(3)	(1)	(1)	0		

FULL YEAR										RAG Status		
CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	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 (Latest Forecast to Outturn) %	Variance (Previous & Latest Forecast to Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	
G18 Educational Psychology Serv GF	1,307 (694)	1,347 (734)	1,010 (551)	1,030 (208)	20 (342)	1,388 (868)	1,387 (804)	40 (70)	3 9	(0) (7)	Vote Budget Manager: David Carroll Low Date forecast last reviewed: 15/01/2012	-5%
	613	613	489	822	362	520	583	(30)	(5)	12		
G20 School Governance & Information	153	263 (110)	197 (83)	201 (110)	4 (28)	265 (110)	267 (110)	4 0	2 0	1 (0)		
	153	153	115	91	(24)	155	157	4	3	1		
G22 Student Awards	68 (68)	68 (68)	51 (51)	186 (186)	184 51	146 (146)	146 (146)	78 (78)	114 114	0 0	Vote Budget Manager: Hania Franek Low Date forecast last reviewed: 15/01/2012	0%
	0	0	0	0	186	0	0	0	0	0		
G26 School Improvement Secondary	1,150 (1,063)	1,752 (1,070)	1,314 (802)	1,334 (827)	20 (24)	1,703 (1,615)	1,703 (1,021)	(49) 49	(3) (5)	(37) 676	Vote Budget Manager: Anne Canning Medium Date forecast last reviewed: 15/12/2011	0%
	87	662	512	507	(5)	88	662	0	0	0		
G27 14 to 19 Year GF	0	0	0	2	2	0	0	0	0	0	Vote Budget Manager: Kevin Munday Medium Date forecast last reviewed:	0%
	0	0	0	19	19	0	0	0	0	0		
G30 Arts & Music Service	1,081 (1,081)	1,385 (1,081)	1,039 (810)	1,002 (405)	(36) 405	1,385 (1,385)	1,385 (1,081)	0 (0)	0 (0)	(22)	Vote Budget Manager: Karen Brock / Shabbir Ahmed Medium Date forecast last reviewed: 15/01/2012	0%
	0	304	228	597	369	0	304	(0)	(0)	0		
G33 E-Learning	114	531	398	523	125	643	643	112	21	0		
	0	0	0	1	1	(529)	(112)	(112)	0	(79)		
	114	531	398	525	126	114	531	0	0	366		
G34 Excellence In Cities	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Alan Watts Low Date forecast last reviewed:	0%
	0	0	0	0	0	0	0	0	0	0		
G35 Further Education & Training	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: David Tully High Date forecast last reviewed:	0%
	0	0	0	0	0	0	0	0	0	0		
H17 Support for Learning Service	53	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Liz Vickerie Low Date forecast last reviewed: 24/06/2011	0%
	0	0	0	0	0	0	0	0	0	0		
	53	0	0	0	0	0	0	0	0	0		
G78 Pupil Admissions & Excls GF	0	0	0	0	0	0	0	0	0	0	Vote Budget Manager: Terry Bryan Medium Date forecast last reviewed:	0%
	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		
TOTAL FOR LEARNING AND ACHIEVEMENT	24,919 (19,240)	27,875 (20,521)	19,920 (15,391)	17,806 (2,707)	(2,114) 12,684	27,695 (22,660)	27,670 (20,550)	(205) (29)	(1) 0	(0) (9)	Vote Budget Manager: Anne Canning Service Head: Date forecast last reviewed:	-3%
	5,679	7,354	4,529	15,099	10,570	5,035	7,121	(233)	(3)	41		

FULL YEAR										Variance (Previous & Latest Forecast Outturn) %		Variance (Latest Budget to 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					
CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	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 (Latest Forecast to Latest Forecast Outturn) %	Latest Forecast Outturn %	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	Latest Forecast Outturn	
G37 Youth & Community Learning M&A	224	179	135	131	(3)	178	178	(1)	(1)	0	0	0	0	0	0	0	0	0	0	0	-1%
Expenditure	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	
Net Expenditure	224	179	135	131	(3)	178	178	(1)	(1)	0	0	0	0	0	0	0	0	0	0	0	
Vote Budget Manager: Mary Durkin Budget Risk: Low Date forecast last reviewed: 15/11/2011																					
G19 Parental Engagement & Support	1,124	1,124	843	865	21	1,261	1,250	11	11	(1)	11	11	0	0	0	0	0	0	0	0	0%
Expenditure	(346)	(346)	(260)	(232)	28	(482)	(471)	11	36	(2)	36	36	0	0	0	0	0	0	0	0	
Income	778	778	584	633	49	779	779	1	0	0	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	1,124	1,124	843	865	21	1,261	1,250	11	11	(1)	11	11	0	0	0	0	0	0	0	0	
Vote Budget Manager: Jill McGinley Budget Risk: High Date forecast last reviewed: 15/11/2011																					
G39 Youth & Connexions Service	8,975	8,559	6,419	5,158	(1,261)	8,680	8,683	124	1	0	124	124	0	0	0	0	0	0	0	0	0%
Expenditure	(4,002)	(3,402)	(2,552)	(325)	2,227	(3,523)	(3,531)	(129)	4	0	(129)	(129)	0	0	0	0	0	0	0	0	
Income	4,973	5,157	3,867	4,833	966	5,157	5,152	(5)	(0)	(0)	(5)	(5)	0	0	0	0	0	0	0	0	
Net Expenditure	8,975	8,559	6,419	5,158	(1,261)	8,680	8,683	124	1	0	124	124	0	0	0	0	0	0	0	0	
Vote Budget Manager: Dinar Hossain Budget Risk: Medium Date forecast last reviewed: 15/01/2012																					
H40 Careers Service	0	1,180	885	741	(144)	1,175	1,187	7	0	0	7	7	0	0	0	0	0	0	0	0	8%
Expenditure	0	(1,075)	(806)	(197)	609	(1,070)	(1,074)	1	0	0	1	1	0	0	0	0	0	0	0	0	
Income	0	105	79	544	465	105	113	8	8	8	8	8	0	0	0	0	0	0	0	0	
Net Expenditure	0	1,180	885	741	(144)	1,175	1,187	7	0	0	7	7	0	0	0	0	0	0	0	0	
Vote Budget Manager: Steve Grocott Budget Risk: High Date forecast last reviewed: 15/01/2012																					
G41 Healthy Lives	369	277	277	263	6	390	390	21	6	0	21	21	0	0	0	0	0	0	0	0	0%
Expenditure	(262)	(262)	(197)	(47)	150	(283)	(283)	(21)	8	0	(21)	(21)	0	0	0	0	0	0	0	0	
Income	107	107	81	236	156	107	107	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Expenditure	369	277	277	263	6	390	390	21	6	0	21	21	0	0	0	0	0	0	0	0	
Vote Budget Manager: Lorraine Hachou Budget Risk: Low Date forecast last reviewed: 15/01/2012																					
G42 Community Languages Services	777	888	666	733	67	1,032	1,030	142	16	(0)	142	142	0	0	0	0	0	0	0	0	0%
Expenditure	(60)	(170)	(128)	(145)	(18)	(315)	(313)	(143)	84	(1)	(143)	(143)	0	0	0	0	0	0	0	0	
Income	717	717	558	587	49	717	717	(0)	(0)	(0)	(0)	(0)	0	0	0	0	0	0	0	0	
Net Expenditure	777	888	666	733	67	1,032	1,030	142	16	(0)	142	142	0	0	0	0	0	0	0	0	
Vote Budget Manager: Jamal Uddin Budget Risk: Low Date forecast last reviewed: 15/01/2012																					
G43 Extended Schools	734	1,295	971	997	26	1,212	1,212	(83)	(6)	(0)	(83)	(83)	0	0	0	0	0	0	0	0	2%
Expenditure	(95)	(95)	(71)	(55)	16	(543)	8	103	(108)	(101)	103	103	0	0	0	0	0	0	0	0	
Income	639	1,200	900	942	42	669	1,220	20	2	82	20	20	0	0	0	0	0	0	0	0	
Net Expenditure	734	1,295	971	997	26	1,212	1,212	(83)	(6)	(0)	(83)	(83)	0	0	0	0	0	0	0	0	
Vote Budget Manager: Lorraine Hachou / Claire Hatton Budget Risk: Low Date forecast last reviewed: 15/11/2011																					
G45 Play	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Expenditure	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	
Net Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vote Budget Manager: Claire Hatton Budget Risk: Low Date forecast last reviewed: 24/06/2011																					
G60 Youth Offending Service	1,436	1,727	1,295	1,261	(35)	1,791	1,776	49	3	(1)	49	49	0	0	0	0	0	0	0	0	0%
Expenditure	(784)	(841)	(630)	(24)	606	(885)	(893)	(52)	6	1	(52)	(52)	0	0	0	0	0	0	0	0	
Income	652	887	665	1,237	572	906	883	(4)	(0)	(3)	(4)	(4)	0	0	0	0	0	0	0	0	
Net Expenditure	1,436	1,727	1,295	1,261	(35)	1,791	1,776	49	3	(1)	49	49	0	0	0	0	0	0	0	0	
Vote Budget Manager: Stuart Johnson Budget Risk: Medium Date forecast last reviewed: 15/01/2012																					
TOTAL FOR YOUTH AND COMMUNITY LEARNING	13,639	15,321	11,491	10,167	(1,323)	15,719	15,706	385	3	(0)	385	385	0	0	0	0	0	0	0	0	0%
Expenditure	(5,549)	(6,191)	(4,643)	(1,024)	3,619	(7,101)	(6,557)	(366)	6	(8)	(366)	(366)	0	0	0	0	0	0	0	0	
Income	8,090	9,130	6,848	9,143	2,295	8,618	9,149	19	0	6	19	19	0	0	0	0	0	0	0	0	
Net Expenditure	13,639	15,321	11,491	10,167	(1,323)	15,719	15,706	385	3	(0)	385	385	0	0	0	0	0	0	0	0	
Service Head: Mary Durkin																					

FULL YEAR												RAG Status	
CHILDREN, SCHOOLS AND FAMILIES (General Fund Budget)	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 Forecast to Latest Forecast Outturn) £'000	Variance (Previous & Latest Forecast to Latest Forecast Outturn) %	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates	Vote Budget Manager: Budget Risk: Date forecast last reviewed:	Variance (Previous & Latest Forecast to Latest Forecast Outturn) %	RAG Status
G49 Childrens Social Care M&A	198	706	529	231	(239)	696	696	(10)	(1)	Helen Lincoln Low 15/11/2011	(0)	-5%	
Expenditure	0	(508)	(381)	8	388	(508)	(508)	0	0		0		
Income	198	198	148	298	150	188	188	(10)	(5)		(0)		
Net Expenditure													
G50 Child Protection & Reviewing	2,181	2,304	1,728	1,624	(104)	2,277	2,242	(62)	(3)	Ann Roach High 15/01/2012	(2)	-3%	
Expenditure	0	0	0	0	0	0	0	0	0		0		
Income	(124)	1	0	(12)	(13)	0	0	(1)	(100)		0		
Net Expenditure	2,057	2,304	1,728	1,612	(116)	2,277	2,242	(62)	(3)		(2)		
G51 Childrens Res M&A	685	702	526	549	23	729	729	27	4	Hilary Bull Low 15/11/2011	(0)	4%	
Expenditure	0	0	0	0	0	0	0	0	0		0		
Income	685	702	526	549	23	729	729	27	4		(0)		
Net Expenditure													
G52 Childrens Res Residential	1,483	1,597	1,198	1,147	(51)	1,561	1,582	(15)	(1)	Hilary Bull Low 15/11/2011	(0)	-1%	
Expenditure	0	0	0	0	0	0	0	0	0		0		
Income	1,483	1,597	1,198	1,147	(51)	1,561	1,582	(15)	(1)		(0)		
Net Expenditure													
G53 Childrens Res Family Placement	2,689	2,642	1,982	1,870	(112)	2,638	2,638	(4)	(0)	Hilary Bull Low 15/11/2011	(0)	0%	
Expenditure	(66)	(66)	(50)	(32)	18	(54)	(54)	12	(18)		0		
Income	2,689	2,642	1,982	1,870	(112)	2,638	2,638	(4)	(0)		0		
Net Expenditure	2,623	2,576	1,932	1,838	(94)	2,584	2,584	8	0		0		
G54 Childrens Res Commissioning	16,612	16,372	12,279	11,075	(1,204)	16,099	16,029	(343)	(2)	Budgeted LAC of 326 which is currently 302. In addition, the continued use of in-house placements and rigorous scrutiny of external placements continues to reduce costs. It should be noted however that this is a very volatile budget. It only takes one or two high cost placements to materially affect the projected spend. Monitoring is undertaken monthly.	(0)	-2%	
Expenditure	(434)	(484)	(363)	(199)	164	(484)	(484)	0	(0)		0		
Income	16,178	15,888	11,916	10,876	(1,040)	15,615	15,545	(343)	(2)		(0)		
Net Expenditure													
G55 Children Looked After GF	2,064	2,016	1,512	1,500	(12)	2,014	2,014	(2)	(0)	Shehid Tilly Medium 15/01/2012	(0)	0%	
Expenditure	0	0	0	0	0	0	0	0	0		0		
Income	2,064	2,016	1,512	1,500	(12)	2,014	2,014	(2)	(0)		(0)		
Net Expenditure													
G56 Leaving Care	2,368	2,311	1,733	1,507	(226)	2,213	2,151	(160)	(7)	Jo Bird Medium 15/01/2012	(3)	-7%	
Expenditure	(164)	(164)	(123)	(40)	83	(178)	(150)	14	(8)		(16)		
Income	2,204	2,147	1,610	1,467	(143)	2,035	2,001	(146)	(7)		(2)		
Net Expenditure													
G57 Fieldwork Advice & Assessment	4,286	4,420	3,315	3,148	(166)	4,401	4,351	(69)	(2)	Paul McGee High 15/01/2012	(1)	-2%	
Expenditure	(427)	(247)	(185)	(146)	39	(298)	(263)	(16)	7		(12)		
Income	3,859	4,173	3,130	3,003	(127)	4,103	4,068	(85)	(2)		(0)		
Net Expenditure													
G58 Children with Disabilities	3,223	3,201	2,400	3,001	600	3,294	3,294	93	3	Khalida Khan Medium 15/11/2011	(0)	4%	
Expenditure	(914)	(914)	(886)	(260)	426	(914)	(914)	0	(0)		0		
Income	2,309	2,286	1,715	2,740	1,026	2,380	2,380	94	4		(0)		
Net Expenditure													
G59 Emergency Duty Team	318	418	314	302	(12)	518	405	(13)	(3)	Paul McGee Low 15/01/2012	(22)	2%	
Expenditure	(44)	(44)	(33)	(33)	33	(44)	(22)	22	(50)		(50)		
Income	274	374	281	302	21	474	383	9	2		(19)		
Net Expenditure													

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 £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast)		Variance (Previous & Latest Forecast Outturn)		
								£'000	%			
G61 Children with Mental Health	1,445	1,420	1,065	886	(34)	1,406	1,406	(14)	(1)	(0)	Bill Williams Low Date forecast last reviewed: 15/11/2011	-1%
Expenditure	0	0	0	0	(34)	0	0	(14)	(1)	0		
Income	928	1,420	1,065	886	(212)	1,406	1,406	(14)	(1)	(0)		
Net Expenditure	1,445	1,420	1,065	886	(212)	1,406	1,406	(14)	(1)	(0)		
G62 Attendance & Welfare Serv GF	1,437	1,647	1,235	1,277	42	1,748	1,748	101	6	0	David Hough Low Date forecast last reviewed: 15/01/2012	0%
Expenditure	(509)	(719)	(539)	(505)	34	(821)	(820)	(102)	14	(0)		
Income	928	928	696	772	76	927	928	(0)	(0)	0		
Net Expenditure	1,437	1,647	1,235	1,277	42	1,748	1,748	101	6	0		
H67 Family Support & Protection	4,482	4,562	3,421	3,376	(45)	4,689	4,689	127	3	(0)	Sukriti Sen Low Date forecast last reviewed: 15/01/2012	-1%
Expenditure	(822)	(822)	(617)	(661)	256	(999)	(999)	(177)	22	0		
Income	3,660	3,740	2,805	3,015	210	3,696	3,696	(50)	(1)	(0)		
Net Expenditure	4,482	4,562	3,421	3,376	(45)	4,689	4,689	127	3	(0)		
G75 IT Social Care	562	562	422	366	(56)	561	561	(1)	(0)	0	Andrew Cross Low Date forecast last reviewed: 15/11/2011	-1%
Expenditure	(347)	(347)	(260)	(173)	87	(347)	(347)	(1)	(1)	0		
Income	215	216	162	193	31	214	214	(2)	(1)	0		
Net Expenditure	562	562	422	366	(56)	561	561	(1)	(0)	0		
TOTAL FOR CHILDRENS SOCIAL CARE	44,033	44,880	33,660	31,919	(1,741)	44,852	44,852	(345)	(1)	(1)	Jenny Boyd	-1%
Expenditure	(3,851)	(4,314)	(3,235)	(1,754)	1,481	(4,561)	(4,561)	(247)	6	(2)		
Income	40,182	40,566	30,424	30,165	(259)	40,205	39,974	(592)	(1)	(1)		
Net Expenditure	40,182	40,566	30,424	30,165	(259)	40,205	39,974	(592)	(1)	(1)		
G65 Transformation Project	222	104	78	85	6	106	106	2	2	0	Anthony Walters Low Date forecast last reviewed: 15/12/2011	2%
Expenditure	(50)	(18)	(14)	(4)	10	(18)	(18)	0	0	0		
Income	172	86	65	81	16	88	88	2	2	0		
Net Expenditure	222	104	78	85	6	106	106	2	2	0		
G71 Strategy & Policy	686	686	515	449	(65)	668	664	(22)	(3)	(1)	Lavia Richards Low Date forecast last reviewed: 15/12/2011	-1%
Expenditure	(17)	(26)	(20)	(7)	13	(12)	(12)	14	(54)	0		
Income	669	660	495	443	(52)	656	652	(8)	(1)	(1)		
Net Expenditure	686	686	515	449	(65)	668	664	(22)	(3)	(1)		
G74 Equalities Development	802	694	521	471	(50)	644	644	(50)	(7)	0	Sasia Miah Low Date forecast last reviewed: 15/12/2011	-7%
Expenditure	0	0	0	(1)	(1)	0	0	0	0	0		
Income	802	694	521	470	(51)	644	644	(50)	(7)	0		
Net Expenditure	802	694	521	470	(51)	644	644	(50)	(7)	0		
TOTAL FOR DIRECTOR'S SERVICES	1,710	1,485	1,113	1,005	(109)	1,418	1,414	(70)	(5)	(0)	Isobel Catermole	-4%
Expenditure	(67)	(44)	(33)	(11)	22	(30)	(30)	14	(32)	0		
Income	1,643	1,441	1,080	993	(87)	1,388	1,384	(56)	(4)	(0)		
Net Expenditure	1,643	1,441	1,080	993	(87)	1,388	1,384	(56)	(4)	(0)		
G79 CSF Resources Management GF	227	227	170	168	(3)	221	221	(6)	(3)	0	Kate Bingham Low Date forecast last reviewed: 15/12/2011	-2%
Expenditure	(47)	(47)	(35)	(26)	9	(44)	(44)	3	(6)	1		
Income	180	180	135	141	6	177	177	(3)	(2)	(0)		
Net Expenditure	227	227	170	168	(3)	221	221	(6)	(3)	0		
G67 Commissioned Services	1,509	2,023	1,517	1,501	(16)	1,985	1,985	(38)	(2)	0	Karen Badgery Low Date forecast last reviewed: 15/12/2011	-3%
Expenditure	(43)	(339)	(254)	(298)	(43)	(352)	(352)	(13)	4	(0)		
Income	1,466	1,684	1,263	1,203	(60)	1,633	1,633	(51)	(3)	0		
Net Expenditure	1,509	2,023	1,517	1,501	(16)	1,985	1,985	(38)	(2)	0		
G68 Major Government Grant Funding	0	135	101	86	(15)	135	135	0	0	0	David Tully Low Date forecast last reviewed:	0%
Expenditure	0	(130)	(98)	(4)	93	(130)	(130)	0	0	(3)		
Income	0	5	3	82	78	0	5	0	0	0		
Net Expenditure	0	135	101	86	(15)	135	135	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		Actual to Date £'000		Variance to Date £'000		Previous Forecast £'000		Latest Forecast £'000		Variance (Latest Budget to Latest Forecast/Outturn) £'000		Variance (Previous & Latest Forecast/Outturn) %			
		Expenditure		Income		Net Expenditure				Expenditure		Income		Net Expenditure					
G70 Childrens Information Systems		265	236	177	203	25	270	270	0	0	0	14	0	0	0	0	0	Vote Budget Manager: Iqbal Vaza Budget Risk: Low Date forecast last reviewed: 15/01/2012	14%
		(73)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Net Expenditure		192	236	177	203	25	270	270	0	0	0	34	0	0	0	0	0		
G72 Programme Management		148	148	111	112	1	160	160	0	(20)	(20)	12	8	0	0	0	0	Vote Budget Manager: John Mitchell Budget Risk: Low Date forecast last reviewed: 15/12/2011	-5%
		0	0	0	0	0	0	0	0	0	0	(20)	(20)	0	0	0	0		
Net Expenditure		148	148	111	112	1	140	140	0	(20)	(20)	(8)	(5)	0	0	0	0		
G80 Information & Support Services		434	431	323	334	10	405	405	0	(100)	(100)	(26)	(6)	0	0	0	0	Vote Budget Manager: Chris Canty Budget Risk: Low Date forecast last reviewed: 20/12/2012	-8%
		(68)	(100)	(75)	75	75	305	305	0	0	0	0	0	0	0	0	0		
Net Expenditure		366	331	248	334	86	305	305	0	(26)	(26)	(8)	(8)	0	0	0	0		
G81 Building Dev & Tech Service		760	6,527	4,895	506	(4,389)	6,544	6,544	0	0	0	17	0	0	0	0	0	Vote Budget Manager: Pat Watson Budget Risk: High Date forecast last reviewed: 15/01/2012	0%
		(231)	(230)	(173)	(110)	62	(314)	(230)	0	(208)	(208)	0	(0)	0	0	0	0		
Net Expenditure		549	6,296	4,722	395	(4,327)	6,230	6,314	18	(208)	(45)	18	0	0	0	0	0		
G82 Childrens Services Finance		821	821	616	583	(33)	854	854	0	0	0	33	4	0	0	0	0	Vote Budget Manager: David Tully Budget Risk: High Date forecast last reviewed: 15/12/2011	2%
		(202)	(163)	(122)	(74)	49	(208)	(208)	0	0	0	(45)	28	0	0	0	0		
Net Expenditure		619	658	494	509	15	646	646	0	0	0	(12)	(2)	0	0	0	0		
G83 CSF Human Resources GF		1,947	2,017	1,513	1,055	(457)	2,046	2,045	0	(250)	(250)	28	1	0	0	0	0	Vote Budget Manager: Mark Keeble Budget Risk: High Date forecast last reviewed: 15/12/2011	-2%
		(250)	(250)	(188)	188	188	(250)	(250)	0	0	0	0	0	0	0	0	0		
Net Expenditure		1,697	1,767	1,325	1,055	(270)	1,796	1,795	28	(250)	28	0	2	0	0	0	0		
G86 Professional Dev Centre		616	628	471	366	(105)	622	602	0	(588)	(602)	(26)	(4)	(3)	0	0	0	Vote Budget Manager: Clare Goodbody Budget Risk: Medium Date forecast last reviewed: 20/01/2012	-100%
		(11)	(627)	(470)	(532)	(62)	(588)	(602)	0	0	0	25	(4)	2	0	0	0		
Net Expenditure		(11)	(627)	(470)	(166)	(167)	33	0	0	0	(1)	(100)	(100)	0	0	0	0		
G87 Contract Services		13,686	13,686	10,264	8,576	(1,688)	12,915	13,188	(498)	(12,915)	(13,188)	(4)	(4)	2	0	0	0	Vote Budget Manager: Michael Hales Budget Risk: High Date forecast last reviewed: 20/01/2012	-7%
		(13,686)	(13,686)	(10,264)	(7,280)	2,984	(13,188)	(13,188)	498	0	0	(4)	(4)	2	0	0	0		
Net Expenditure		0	0	0	1,296	1,296	0	0	0	0	0	(7)	(7)	0	0	0	0		
H82 Holding Account & Support Services		5,843	12,228	13,871	25,811	11,940	8,854	13,063	836	(39)	0	836	7	(100)	0	0	0	This vote is used for central recharges and any departmental contingencies, including offsetting any net underspends reported through CMBM.	7%
		0	(39)	(29)	0	29	(39)	0	39	0	0	0	(100)	0	0	0	0		
Net Expenditure		5,843	12,189	13,842	25,811	11,970	8,815	13,063	875	0	0	875	7	(100)	0	0	0		
H87 Building & Technical Services		1,080	1,080	810	749	(61)	909	910	(170)	(900)	(900)	(170)	(16)	0	0	0	0	Vote Budget Manager: Neil Bartlett Budget Risk: High Date forecast last reviewed: 15/12/2011	0%
		(1,080)	(1,080)	(810)	(605)	505	(900)	(900)	180	0	0	(17)	(17)	0	0	0	0		
Net Expenditure		0	0	0	444	444	9	10	10	0	0	0	0	0	0	0	0		
TOTAL FOR CHILDRENS SERVICES RESOURCES		27,356	40,186	34,839	40,049	5,210	35,919	40,381	197	(15,865)	(16,024)	666	0	(12)	0	0	0	Vote Budget Manager: Neil Bartlett Budget Risk: High Date forecast last reviewed: 15/12/2011	0%
		(16,307)	(16,690)	(12,517)	(8,629)	3,888	(15,865)	(16,024)	666	(15,865)	(16,024)	666	(4)	1	0	0	0		
Net Expenditure		11,049	23,496	22,322	31,420	9,098	20,054	24,357	883	0	0	883	4	21	0	0	0	Service Head: Kate Bingham	4%

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) £'000	Variance (Previous & Latest Forecast Outturn) %			
G91 Revenue Holding Accounts	1,897	17,674	13,255	13,894	639	17,785	17,557	(117)	(1)		Vote Budget Manager: Various Budget Risk: Various Date forecast last reviewed: 15/11/2011	0%
Expenditure	0	0	0	0	0	0	0	0	0			
Income	(1,897)	(17,674)	(13,255)	(6,253)	7,003	(17,785)	(17,557)	117	(1)			
Net Expenditure	0	0	0	7,641	7,641	0	0	0	0	0		
G95 CCN Pooled Budgets	0	0	0	0	0	0	0	0	0		Vote Budget Manager: Khalida Khan Budget Risk: Low Date forecast last reviewed:	0%
Expenditure	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	0		
TOTAL FOR HOLDING ACCOUNTS	1,897	17,674	13,255	13,894	639	17,785	17,557	(117)	(1)		Service Head: Kate Bingham	0%
Expenditure	0	0	0	0	0	0	0	0	0			
Income	(1,897)	(17,674)	(13,255)	(6,253)	7,003	(17,785)	(17,557)	117	(1)			
Net Expenditure	0	0	0	7,641	7,641	0	0	0	0	0		
TOTAL FOR CSF GENERAL FUND	123,510	157,522	121,855	115,048	(6,807)	153,490	157,367	(155)	3		Director: Isobel Cattermole	0%
Expenditure	(46,911)	(65,433)	(49,075)	(20,379)	28,696	(68,067)	(65,278)	155	(4)			
Income	76,599	92,089	72,780	94,669	21,869	85,403	92,089	0	8			
Net Expenditure	76,599	92,089	72,780	94,669	21,869	85,403	92,089	0	8	0		

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

2% to 5%
Amber
>5% Red

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

COMMUNITIES, LOCALITIES & CULTURE		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) £'000	Variance (Previous & Latest Forecast Outturn)	RAG Status	Explanation of any variance that is considered to be significant and all variances greater than £100k Proposed mitigating action and dates
		Expenditure	Income	Net Expenditure	Expenditure	Income	Net Expenditure	Expenditure	Income	Net Expenditure	%	
E01 Management & Support		2,284	3,628	2,729	2,674	(65)	3,751	3,606	(22)	(4)	(4)	Robin Beattie Low December 2011
		(2,284)	(3,628)	(2,686)	(2,255)	431	(3,526)	(3,606)	22	(1)	(1)	
		0	0	43	419	376	225	0	0	0	(100)	
E02 Olympics		0	225	169	125	(44)	0	225	0	0	0	
		0	0	0	0	0	0	0	0	0	0	
		0	225	169	125	(44)	0	225	0	0	0	Thorsten Dreyer Low December 2011
Strategy & Resources Total		2,284	3,853	2,898	2,799	(99)	3,751	3,831	(22)	(1)	2	Robin Beattie Low December 2011
		(2,284)	(3,828)	(2,686)	(2,255)	431	(3,526)	(3,606)	22	(1)	2	
		0	225	212	544	332	225	225	0	0	0	
E10 Public Realm M&A		656	681	500	574	74	758	772	91	13	2	Jamie Blake Low December 2011
		(656)	(681)	(511)	(522)	(11)	(758)	(772)	(91)	13	2	
		0	0	(11)	52	63	0	0	0	0	0	
E12 Transportation & Highways		10,394	11,221	8,640	8,447	(193)	11,062	11,276	55	0	2	Variance to date reflects timing delays in processing high value invoices. There is risk that insurance cost increases of £300k notified in December will not be mitigated and result in overspend.
		(2,704)	(2,778)	(1,604)	(1,604)	169	(2,996)	(2,818)	(40)	(6)	(6)	
		7,690	8,443	6,867	6,843	(24)	8,066	8,458	15	0	5	
E15 Clean & Green		33,425	33,040	23,540	22,585	(955)	33,132	32,861	(179)	(1)	(1)	Margaret Cooper High December 2011
		(5,665)	(5,666)	(3,533)	(942)	2,591	(5,549)	(5,526)	140	(2)	(2)	Variance to date reflects timing delays in processing high value invoices. Out-turn reflects operational savings on refuse collection and recycling contracts.
		27,760	27,374	20,007	21,643	1,636	27,583	27,335	(39)	(0)	(0)	Variance to date reflects delay in trade waste income being processed
		5,749	7,695	5,771	5,568	(203)	7,689	7,711	16	0	0	
		(3)	(175)	(132)	(14)	118	(175)	(164)	11	(6)	(6)	
		5,746	7,520	5,639	5,554	(85)	7,514	7,547	27	0	0	John Chilton Low December 2011
E23 Concessionary Fares		7,457	7,549	5,680	5,513	(167)	7,549	7,549	0	0	0	
		(7,457)	(7,549)	(4,519)	(4,428)	91	0	0	0	0	0	
		0	0	(4,519)	(4,428)	91	0	0	0	0	0	
E24 Parking Control		57,681	60,186	44,131	42,687	(1,444)	60,190	60,169	(17)	(0)	(0)	John Chilton Low December 2011
		(16,485)	(16,849)	(16,148)	(13,023)	3,125	(17,027)	(16,829)	20	(0)	(1)	
		41,196	43,337	27,983	29,664	1,681	43,163	43,340	3	0	0	Jamie Blake Low December 2011
E60 Safer Communities Management		152	176	132	173	41	245	226	50	28	(8)	Andy Bamber Low December 2011
		(155)	(155)	(116)	(155)	(39)	(155)	(155)	0	0	0	
		(3)	21	16	18	2	90	71	50	238	(21)	
E81 Community Safety Partnership, DV & HC		1,506	1,942	1,457	563	(894)	1,936	1,921	(21)	(1)	(1)	Variance to date due to delay in Metropolitan Police sending invoices
		(60)	(635)	(476)	(476)	0	(599)	(655)	(20)	3	9	
		1,446	1,307	981	87	(894)	1,337	1,266	(41)	(3)	(5)	Emily Fieran-Reed Medium December 2011
		0	0	0	0	0	0	0	0	0	0	

COMMUNITIES, LOCALITIES & CULTURE		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 (Latest Forecast Outturn) %	Variance & Latest Forecast Outturn %	Explanation of any variance that is considered to be significant and all variances greater than £100k	RAG Status
Proposed mitigating action and dates													
E83 Enforcement & Intervention	Expenditure	2,415	2,515	1,864	1,972	1,08	2,570	2,558	43	2	(0)	Variance due to re-profiling of spend	0%
	Income	(114)	(230)	(172)	(165)	7	(279)	(281)	(51)	22	(1)		
	Net Expenditure	2,301	2,285	1,692	1,807	115	2,291	2,277	(8)	(0)	(1)	Vote Budget Manager: Gavin Dooley Medium Date forecast last reviewed: December 2011	
E84 Drugs Action Team	Expenditure	5,161	5,763	4,323	3,835	(488)	5,556	5,566	(197)	(3)	(3)	Variance to date reflects timing delays in processing transactions/Out-turn reflects savings on salaries	-9%
	Income	(3,761)	(4,306)	(3,229)	(2,900)	329	(4,245)	(4,245)	61	(1)	(1)		
	Net Expenditure	1,400	1,457	1,094	935	(159)	1,311	1,321	(136)	(9)	(1)	Vote Budget Manager: Rachael Sadegh Low Date forecast last reviewed: December 2011	
E85 Env Commercial Services	Expenditure	4,431	4,772	3,568	3,500	(68)	4,708	4,731	(41)	(1)	(1)	Variance to date reflects delay in processing recharges	-1%
	Income	(1,354)	(1,567)	(1,164)	(1,444)	(280)	(1,522)	(1,562)	5	(0)	3		
	Net Expenditure	3,077	3,205	2,404	2,056	(348)	3,186	3,169	(36)	(1)	(1)	Vote Budget Manager: Collin Perrins Medium Date forecast last reviewed: December 2011	
E86 Env Health Protection Services	Expenditure	4,482	4,546	3,413	3,017	(396)	4,536	4,445	(101)	(2)	(2)	Variance to date reflects delay in receipt of invoices from coroner's Court and for Out-of-Hours service.	-1%
	Income	(953)	(984)	(738)	(485)	253	(943)	(907)	77	(8)	(4)	Variance reflects impact of the introduction of Pest Control charges.	
	Net Expenditure	3,529	3,562	2,675	2,532	(143)	3,593	3,538	(24)	(1)	(2)	Vote Budget Manager: Andrew Weaver Medium Date forecast last reviewed: December 2011	
Safer Communities Total	Expenditure	18,147	19,714	14,757	13,060	(1,697)	19,551	19,447	(267)	(1)	(1)		
	Income	(6,397)	(7,877)	(5,895)	(5,625)	270	(7,743)	(7,805)	72	(1)	(1)		
	Net Expenditure	11,750	11,837	8,862	7,435	(1,427)	11,803	11,642	(195)	(2)	(1)	Service Head: Andy Bamber	-2%
E40 Divisional Management	Expenditure	134	219	172	153	(19)	205	205	(14)	(6)	0		
	Income	(134)	(219)	(142)	(147)	(5)	(205)	(205)	14	(6)	0		
	Net Expenditure	0	0	30	6	(24)	0	0	0	0	0	Vote Budget Manager: Heather Bonfield Low Date forecast last reviewed: December 2011	0%
E41 Area Stores	Expenditure	8,931	8,691	6,560	6,136	(424)	8,549	8,635	(56)	(1)	1	Variance to date reflects budget profiling of expenditure	2%
	Income	(1,185)	(1,410)	(279)	(123)	156	(1,229)	(1,224)	186	(13)	(0)		
	Net Expenditure	7,746	7,281	6,281	6,013	(268)	7,320	7,411	130	2	1	Vote Budget Manager: Judith St John Low Date forecast last reviewed: December 2011	
E42 Sports & Physical Activity	Expenditure	4,767	4,606	3,333	3,505	172	4,687	4,720	114	2	1	Variance reflects impact of inflation increase on GLL contract, and additional income from GLL as part of the leisure management contract.	0%
	Income	(386)	(674)	(150)	(12)	162	(789)	(791)	(117)	17	0		
	Net Expenditure	4,381	3,932	3,183	3,517	334	3,898	3,929	(3)	(0)	1	Vote Budget Manager: Lisa Pottinger High Date forecast last reviewed: December 2011	
E43 Parks & Open Spaces	Expenditure	3,285	3,911	2,972	2,749	(223)	3,876	3,907	(4)	(0)	1	Variance to date reflects timing delays in processing grounds maintenance invoices	2%
	Income	(339)	(825)	(300)	(210)	90	(727)	(761)	64	(8)	5		
	Net Expenditure	2,946	3,086	2,672	2,539	(133)	3,149	3,146	60	2	(0)	Vote Budget Manager: Michael Rowan Medium Date forecast last reviewed: December 2011	
E44 Arts & Events	Expenditure	2,243	2,340	1,798	1,777	(21)	2,331	2,417	77	3	4		
	Income	(1,120)	(1,044)	(930)	(845)	85	(1,058)	(1,122)	(78)	7	6		
	Net Expenditure	1,123	1,296	868	932	64	1,273	1,295	(1)	(0)	2	Vote Budget Manager: Steve Murray Low Date forecast last reviewed: December 2011	0%
E45 Mile End Park	Expenditure	787	787	565	482	(83)	717	787	0	0	10		
	Income	(787)	(787)	(590)	(763)	(173)	(718)	(787)	0	0	10		
	Net Expenditure	0	0	(25)	(281)	(256)	(1)	0	0	0	(100)	Vote Budget Manager: Michael Rowan Low Date forecast last reviewed: December 2011	0%
E47 Lifelong Learning	Expenditure	4,476	5,276	2,697	2,687	(10)	5,201	5,216	(60)	(1)	1	Risk that costs for accommodation of Oaklands School in the Bethnal Green Centre will not be recovered from BSF	-3%
	Income	(3,585)	(3,610)	(272)	(290)	(18)	(3,707)	(3,607)	3	(0)	(3)		
	Net Expenditure	891	1,666	2,425	2,397	(28)	1,494	1,609	(57)	(3)	8	Vote Budget Manager: Judith St John Low Date forecast last reviewed: December 2011	

COMMUNITIES, LOCALITIES & CULTURE		Actual to Date				Variance to Date		Previous Forecast		Latest Forecast		Variance (Latest Forecast 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		RAG Status
		Budget to Date	Actual to Date	Variance to Date	Previous Forecast	Latest Forecast	Variance (Latest Forecast to Latest Forecast Outturn)	Latest Forecast	Latest Forecast	Variance (Latest Forecast to Latest Forecast Outturn)	Latest Forecast	Variance (Previous & Latest Forecast Outturn)	Proposed mitigating action and dates					
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%					
Cultural Services Total		24,623	17,489	(7,134)	25,830	17,489	(8,341)	25,887	25,887	57	0	(1)	1	Heather Bonfield		1%		
	Expenditure	(7,536)	(2,663)	(4,873)	(8,569)	(2,663)	(5,906)	(8,497)	(8,497)	72	(1)	1						
	Income	17,087	15,123	(1,964)	17,261	15,123	(2,138)	17,390	17,390	129	0	2						
	Net Expenditure	17,087	15,434	(1,653)	17,261	15,123	(2,138)	17,390	17,390	129	0	2						
E71 Service Integration		104	187	(83)	249	187	(62)	312	312	63	25	18						
	Expenditure	0	0	0	(27)	0	(27)	(27)	(27)	0	0	0						
	Income	104	187	(83)	222	187	(35)	285	285	63	28	20	Shazia Hussain Medium Date forecast last reviewed: October 2011		28%			
	Net Expenditure	104	187	(83)	222	187	(35)	285	285	63	28	20						
E30 Fleet Management		909	1,017	(108)	1,212	1,017	(195)	1,337	1,337	125	10	10	Variance reflects one-off costs of localisation hubs					
	Expenditure	(909)	(812)	(87)	(1,212)	(812)	(400)	(1,337)	(1,337)	(125)	10	10	Vote Budget Manager: Margaret Cooper Low Date forecast last reviewed: December 2011		0%			
	Income	0	8	(8)	0	196	204	0	0	0	0	0						
	Net Expenditure	909	804	(105)	1,212	1,017	(195)	1,337	1,337	125	10	10						
E31 Passenger Transport		5,171	3,471	(1,700)	5,117	3,471	(1,646)	5,121	5,121	4	0	(2)						
	Expenditure	(5,171)	(3,475)	(1,696)	(5,117)	(3,475)	(1,642)	(5,121)	(5,121)	(4)	0	(2)	Vote Budget Manager: Margaret Cooper Low Date forecast last reviewed: December 2011		0%			
	Income	0	4	(4)	0	371	(375)	0	0	0	0	0						
	Net Expenditure	5,171	3,888	(1,283)	5,117	3,471	(1,646)	5,121	5,121	4	0	(2)						
E20 DSO Vehicle Workshop		489	367	(122)	489	367	(122)	492	492	3	1	1						
	Expenditure	(489)	(345)	(144)	(489)	(322)	(67)	(492)	(492)	(3)	1	1	Vote Budget Manager: Margaret Cooper Low Date forecast last reviewed: December 2011		0%			
	Income	0	22	(18)	0	21	(1)	0	0	0	0	0						
	Net Expenditure	489	367	(122)	489	367	(122)	492	492	3	1	1						
E67 Street Trading		2,131	1,598	(533)	2,131	1,598	(533)	2,198	2,198	67	3	(1)						
	Expenditure	(2,131)	(1,598)	(533)	(2,131)	(1,598)	(533)	(2,198)	(2,198)	(67)	3	(1)	Vote Budget Manager: Gavin Dooley Medium Date forecast last reviewed: December 2011		0%			
	Income	0	0	0	0	(927)	(927)	0	0	0	0	0						
	Net Expenditure	2,131	1,598	(533)	2,131	1,598	(533)	2,198	2,198	67	3	(1)						
TOTAL FOR COMMUNITIES, LOCALITIES & CULTURE		111,539	81,981	(29,558)	118,781	81,981	(36,800)	118,794	118,794	13	0	0						
	Expenditure	(41,402)	(33,664)	(7,738)	(45,899)	(29,743)	(16,156)	(45,912)	(45,912)	(13)	0	(0)						
	Income	70,137	53,063	(17,074)	72,882	52,238	(20,644)	72,882	72,882	0	0	0	Stephen Halsey Director		0%			
	Net Expenditure	70,137	53,063	(17,074)	72,882	52,238	(20,644)	72,882	72,882	0	0	0						

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

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 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 Forecast 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
J04 BC Revenue	Expenditure Income Net Expenditure	2,799 (1,146) 1,653	666 (322) 344	499 (242) 258	433 (138) 295	(66) 103 37	740 (381) 359	660 (397) 263	(6) (75) (80)	(1) 23 (23)	(11) 4 (27)	-25%
J06 Development Decisions	Expenditure Income Net Expenditure	2,212 (2,292) (80)	2,090 (2,012) 78	1,567 (1,509) 58	1,333 (1,655) (323)	(235) (146) (381)	2,082 (2,018) 64	1,942 (2,164) (221)	(148) (151) (299)	(7) 8 (385)	(7) 7 (445)	-385%
K99 Building Control Trading Account	Expenditure Income Net Expenditure	2,227 (2,227) 0	1,156 (1,156) 0	867 (867) 0	719 (640) 79	(148) 227 79	1,013 (1,013) 0	927 (927) 0	(229) 229 0	(20) (20) (100)	(8) (8) 0	-100%
J44 Application Support	Expenditure Income Net Expenditure	0 0 0	532 (206) 326	399 (155) 245	373 (154) 219	(26) 1 (26)	706 (386) 320	526 (206) 320	(6) (0) (7)	(1) 0 (2)	(26) (47) (0)	-2%
J45 Planning Projects & Initiative	Expenditure Income Net Expenditure	0 0 0	596 (520) 76	447 (390) 57	728 (597) 131	282 (207) 74	1,451 (1,356) 95	1,428 (1,359) 69	833 (839) (7)	140 161 (9)	(2) 0 (26)	9%
J46 Conservation, Strategic Planning and Tra	Expenditure Income Net Expenditure	0 0 0	2,490 (611) 1,879	1,868 (458) 1,410	1,472 (17) 1,455	(396) 441 45	2,200 (374) 1,826	2,382 (374) 2,008	(106) 237 128	(4) (39) 7	8 0 10	7%
J47 PBC Management	Expenditure Income Net Expenditure	0 0 0	308 (48) 260	231 (36) 195	320 (36) 284	89 (0) 89	317 (48) 269	321 (48) 273	13 (46) 13	4 0 5	1 0 2	5%
K98 Local Land Charges Trading Account	Expenditure Income Net Expenditure	392 (430) (38)	515 (430) 85	386 (323) 64	253 (468) (215)	(133) (145) (279)	500 (430) 70	527 (571) (44)	12 (141) (129)	2 33 (152)	5 33 (163)	-152%
TOTAL FOR DEVELOPMENT & BUILDING CONTROL	Expenditure Income Net Expenditure	7,630 (6,095) 1,535	8,352 (5,305) 3,047	6,264 (3,979) 2,285	5,631 (3,706) 1,925	(634) 273 (361)	9,009 (6,005) 3,004	8,713 (6,046) 2,667	361 (740) (380)	4 14 (12)	(3) 1 (11)	-12%
J08 Programmes and Projects Funding	Expenditure Income Net Expenditure	1,605 (1,580) 25	29 0 29	21 0 21	76 0 76	55 0 55	29 0 29	88 (61) 27	59 (61) (2)	207 0 0	203 0 (7)	0%
J12 Resources	Expenditure Income Net Expenditure	3,143 (662) 2,481	2,871 (617) 2,254	2,153 (463) 1,691	2,086 (463) 1,623	(67) (0) (68)	3,360 (1,112) 2,248	3,064 (805) 2,259	193 (188) 5	7 31 0	(9) (28) 0	0%

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

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 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
TOTAL FOR RESOURCES	Expenditure Income	4,748 (2,242)	2,900 (617)	2,175 (463)	2,162 (463)	(13) (0)	3,389 (1,112)	3,152 (866)	252 (249)	9 (22)		0%
	Net Expenditure	2,506	2,283	1,689	1,689	(13)	2,277	2,286	3	0	Service Head: Chris Holme	
J14 Management & Support Services	Expenditure Income	3,577 (13)	358 (135)	269 (101)	287 (101)	19 0	345 (135)	369 (135)	11 0	3 0	Budget and cost centre has been reallocated to relevant vote heads, therefore the variance is due to movements in budget and do not impact overall target.	5%
	Net Expenditure	3,564	223	167	186	19	210	234	11	5	Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J16 Asset Management	Expenditure Income	1,492 (1,024)	1,873 (775)	1,405 (561)	1,109 (565)	(296) 16	1,828 (775)	1,828 (775)	(45) 0	(2) (0)	Forecasting underspend due to vacant posts	4%
	Net Expenditure	468	1,098	823	544	(279)	1,053	1,053	(45)	(4)	Service Head: Ann Sutcliffe Budget Risk: Medium Date forecast last reviewed: 30th January 2012	
J20 Olympics	Expenditure Income	947 (166)	738 (46)	554 (35)	495 (21)	(69) 13	717 (46)	688 (29)	(50) 17	(7) (37)		5%
	Net Expenditure	781	692	519	473	(46)	671	659	(33)	(5)	Service Head: Nick Smales Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J21 Strategy, Regeneration and Sustainability	Expenditure Income	3,153 (2,007)	8,032 (1,787)	2,605 (888)	2,605 (888)	(204) 452	3,897 (1,906)	7,987 (1,757)	(45) 30	(1) (2)		0%
	Net Expenditure	1,146	6,245	1,468	1,717	249	1,991	6,230	(15)	(0)	Service Head: Jackie Oduoye Budget Risk: Medium Date forecast last reviewed: 30th January 2012	
J22 Housing Regeneration	Expenditure Income	506 (588)	580 (588)	435 (441)	520 (315)	85 126	610 (588)	664 (587)	84 1	15 (0)		-1028%
	Net Expenditure	(82)	(8)	(6)	205	211	22	77	85	(1,026)	Service Head: Jackie Oduoye Budget Risk: Medium Date forecast last reviewed: 30th January 2012	
J24 Employment & Enterprise	Expenditure Income	2,163 (1,237)	2,729 (1,452)	1,756 (1,089)	1,756 (1,089)	(291) 381	2,905 (1,595)	2,909 (1,570)	180 (118)	7 8		5%
	Net Expenditure	926	1,277	958	1,048	91	1,310	1,339	63	5	Service Head: Nick Smales Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J26 Lettings	Expenditure Income	2,535 (1,658)	2,863 (1,733)	1,957 (1,300)	1,718 (1,288)	(239) 12	2,321 (1,445)	2,567 (1,459)	(296) 274	(10) (16)	The establishment map has been reviewed and the budget will be re-aligned to reflect the establishment, hence, the outturn will be in line with the revised budget.	-2%
	Net Expenditure	877	1,129	657	430	(227)	876	1,108	(21)	(2)	Service Head: Collin Cormack Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J30 BSF Programme	Expenditure Income	1,442 (940)	1,343 (940)	1,007 (705)	1,170 (550)	163 155	3,091 (2,701)	1,863 (1,400)	520 (460)	39 49	Additional costs relating to the Building Schools for the Future PFI contract will be funded by an agreed drawdown from reserves.	15%
	Net Expenditure	502	403	302	620	318	390	463	60	15	Service Head: Ann Sutcliffe Budget Risk: Medium Date forecast last reviewed: 30th January 2012	

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

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 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
J32 Admin Buildings	Expenditure Income	22,399 (18,289)	15,173 (13,150)	15,130 (13,150)	15,130 (13,150)	(43) 567	20,102 (18,340)	20,212 (18,340)	(20) (51)	(0) 0	The latest budget includes £550k growth relating to National Non-Domestic Rates (NINDR) which is applied to offset the budget pressure in this area.	-4%
	Net Expenditure	4,110	1,943	1,980	1,980	523	1,762	1,872	(71)	(4)	Service Head Ann Sutcliffe Budget Risk: Low Date forecast last reviewed: 30th January 2012	
J34 Depots	Expenditure Income	476 (459)	273 (344)	354 (340)	354 (340)	81 4	330 (245)	415 (448)	50 11	14 (2)		-64%
	Net Expenditure	17	(94)	14	14	85	85	(34)	61	(64)	Service Head Ann Sutcliffe Budget Risk: High Date forecast last reviewed: 30th January 2012	
J40 Homeless & Housing Advice	Expenditure Income	37,838 (36,685)	31,274 (22,591)	24,001 (23,113)	24,001 (23,113)	546 (522)	31,526 (30,406)	31,658 (30,496)	364 (375)	1 1	Forecast includes assumed drawdowns from the Homelessness reserve.	1%
	Net Expenditure	1,153	865	888	888	23	1,120	1,162	9	4	Vote Budget Manager: C.Cormack Budget Risk: High Date forecast last reviewed: 30th January 2012	
TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure Income	88,906 (71,403)	81,638 (62,247)	56,938 (45,208)	56,938 (45,208)	(885) 1,477	80,070 (65,299)	83,025 (63,908)	1,387 (1,660)	2 3		-1%
	Net Expenditure	17,503	19,391	11,729	11,729	592	14,771	19,117	(274)	(1)	Director: Jackie Odunoye	
SERVICE TRANSFER TO/FROM OTHER DIRECTORATES												
102 Third Sector Team - transfer from CE	Expenditure Income		2,669 (50)	2,002 (38)	1,903 (57)	(99) (20)	2,961 (314)	2,963 (70)	294 (20)	11 40	RISK: A review of this budget has identified that there is an ongoing pressure relating to staff salaries. The Directorate has taken mitigating action to manage the budget pressures relating to the Third Sector and the position is being closely monitored.	10%
	Net Expenditure		2,619	1,964	1,846	(118)	2,647	2,893	274	10	Vote Budget Manager: Nick Smales Budget Risk: High Date forecast last reviewed: 30th January 2012	
REVISED TOTAL FOR DEVELOPMENT & RENEWAL	Expenditure Income	88,906 (71,403)	84,307 (62,297)	58,841 (45,265)	58,841 (45,265)	(984) 1,458	83,031 (65,612)	85,988 (63,978)	1,680 (1,680)	2 3		0%
	Net Expenditure	17,503	22,010	13,101	13,575	474	17,419	22,010	0	26	Director: Jackie Odunoye	

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

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 2011

FULL YEAR										RAC Status	
RESOURCES	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	0%
R34 Internal Audit	799	882	662	751	90	882	882	0	0	The budget to date versus the actuals to date reflects accruals and audit contract expenditure to be incurred at year-end.	0
Expenditure	(973)	(973)	(730)	(862)	(132)	(973)	(973)	0	0		
Income	(174)	(91)	(68)	(111)	(43)	(91)	(91)	0	0		
Net Expenditure											
Minesh Jani Vote Budget Manager: Medium Date forecast last reviewed: 19/01/2012											
R40 Risk Management	681	596	447	385	(62)	596	596	0	0	The budget to date versus the actuals to date reflects accruals and audit contract expenditure to be incurred at year-end.	0
Expenditure	(592)	(592)	(444)	(382)	62	(592)	(592)	0	0		
Income	89	4	3	3	0	4	4	0	0		
Net Expenditure											
Minesh Jani Vote Budget Manager: Medium Date forecast last reviewed: 19/01/2012											
TOTAL FOR AUDIT & RISK	1,480	1,478	1,109	1,136	28	1,478	1,478	0	0		0%
Expenditure	(1,565)	(1,565)	(1,174)	(1,244)	(70)	(1,565)	(1,565)	0	0		
Income	(65)	(87)	(65)	(108)	(43)	(87)	(87)	0	0		
Net Expenditure											
Minesh Jani Service Head: Risk identified from qualification of Housing Benefit (HB) subsidy claims from previous years due to award of Single Persons Discount (SPD) - HB subsidy may be adjusted down by DWP - ongoing work with DA and the HB service.											
R36 Council Tax & NNDR	33,865	38,473	28,855	36,638	7,783	38,473	38,473	0	0		0%
Expenditure	(31,197)	(35,705)	(26,779)	(34,562)	(7,783)	(35,705)	(35,705)	0	0		
Income	2,668	2,768	2,076	2,076	0	2,768	2,768	0	0		
Net Expenditure											
Roger Jones Vote Budget Manager: High Budget Risk: High Date forecast last reviewed: 23/01/2012											
R42 Debtors Income Service	1,218	1,117	838	867	29	1,117	1,117	0	0		0%
Expenditure	(1,185)	(1,185)	(889)	(911)	(22)	(1,185)	(1,185)	0	0		
Income	33	(68)	(51)	(44)	7	(68)	(68)	0	0		
Net Expenditure											
Roger Jones Vote Budget Manager: Low Budget Risk: Low Date forecast last reviewed: 23/01/2012											
R44 Cashiers	480	480	360	433	73	480	480	0	0		0%
Expenditure	(508)	(508)	(381)	(435)	(54)	(508)	(508)	0	0		
Income	(28)	(28)	(21)	(2)	19	(28)	(28)	0	0		
Net Expenditure											
Roger Jones Vote Budget Manager: Low Budget Risk: Low Date forecast last reviewed: 23/01/2012											
R48 Information Services	8,948	9,615	7,211	7,075	(136)	9,352	9,615	0	0	The in year variance To date variance reflects a number of adjustments for depreciation, telephone loan repayment, SW savings	0%
Expenditure	(9,674)	(9,673)	(7,255)	(7,458)	(203)	(9,673)	(9,673)	0	0		
Income	(726)	(68)	(44)	(383)	(340)	(321)	(58)	0	0		
Net Expenditure											
Claire Symonds Vote Budget Manager: High Budget Risk: High Date forecast last reviewed: 15/12/2011											
R50 Customer Access	6,745	6,385	4,789	4,692	(97)	6,385	6,385	0	0	Variance to date reflects variable income SLA income due to One Stop Shops - remaining 3 months increases income due to higher levels of SLA activity in Winter months and budget expected to balance.	0%
Expenditure	(3,306)	(2,305)	(1,729)	(1,600)	129	(2,305)	(2,305)	0	0		
Income	3,439	4,080	3,060	3,092	32	4,080	4,080	0	0		
Net Expenditure											
Claire Symonds Vote Budget Manager: High Budget Risk: High Date forecast last reviewed: 11/01/2012											
R54 Housing Benefits	187,969	249,924	187,443	187,442	1	249,924	249,924	0	0	Variances to date has been adjusted to reflect "time lag" between expenditure incurred and grant subsidy received.	0%
Expenditure	(187,474)	(249,429)	(187,072)	(187,071)	(1)	(249,429)	(249,429)	0	0		
Income	495	495	371	371	0	495	495	0	0		
Net Expenditure											
Steve Hill Vote Budget Manager: High Budget Risk: High Date forecast last reviewed: 23/01/2012											
R58 Benefits Admin	8,034	8,034	6,026	6,080	55	8,034	8,034	0	0		0%
Expenditure	(6,217)	(6,217)	(4,663)	(4,717)	(54)	(6,217)	(6,217)	0	0		
Income	1,817	1,817	1,363	1,363	0	1,817	1,817	0	0		
Net Expenditure											
Steve Hill Vote Budget Manager: High Budget Risk: High Date forecast last reviewed: 23/01/2012											
R60 Reprographics	421	421	316	390	74	421	421	0	0	Variance to date is due to the fact that income is to yet be received as the service is a trading account - expected to balance budget at year-end.	0%
Expenditure	(425)	(425)	(319)	(318)	1	(425)	(425)	0	0		
Income	(4)	(4)	(3)	(4)	72	(4)	(4)	0	0		
Net Expenditure											
Steve Burr Vote Budget Manager: Low Budget Risk: Low Date forecast last reviewed: 17/01/2012											

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												
Expenditure	247,680	314,449	235,837	243,617	7,782	314,186	314,449	0	0	3		
Income	(239,986)	(305,447)	(229,085)	(237,072)	(7,989)	(305,447)	(305,447)	0	0	0		
Net Expenditure	7,694	9,002	6,752	6,545	(206)	8,739	9,002	0	0	3		Claire Symonds
Expenditure	1,008	1,089	817	959	142	1,089	1,089	0	0	0		Additional income from a Comensura rebate - to be used to fund additional R2P training in 2011-12.
Income	(752)	(752)	(564)	(779)	(215)	(752)	(752)	0	0	0		
Net Expenditure	256	337	253	180	(73)	337	337	0	0	0		Richard Parsons
												Medium Date forecast last reviewed: 16/01/2012
R46 Payments												
Expenditure	634	551	413	374	(39)	551	551	0	0	0		
Income	(803)	(803)	(602)	(594)	8	(803)	(803)	0	0	0		
Net Expenditure	(169)	(252)	(189)	(220)	(31)	(252)	(252)	0	0	0		Richard Parsons
												Low Date forecast last reviewed: 16/01/2012
TOTAL FOR PROCUREMENT & PAYMENTS												
Expenditure	1,642	1,640	1,230	1,333	103	1,640	1,640	0	0	0		
Income	(1,555)	(1,555)	(1,166)	(1,373)	(207)	(1,555)	(1,555)	0	0	0		
Net Expenditure	87	85	64	(40)	(104)	85	85	0	0	0		Richard Parsons
Expenditure	2,281	2,281	1,711	1,710	(1)	2,281	2,281	0	0	0		
Income	(2,261)	(2,261)	(1,696)	(1,695)	1	(2,261)	(2,261)	0	0	0		
Net Expenditure	20	20	15	15	0	20	20	0	0	0		Peter Hayday
												Medium Date forecast last reviewed: 19/01/2012
R82 Non-Distributed Costs												
Expenditure	1,395	1,213	910	972	62	1,213	1,213	0	0	0		
Income	0	0	0	(62)	(62)	0	0	0	0	0		
Net Expenditure	1,395	1,213	910	910	0	1,213	1,213	0	0	0		Peter Hayday
												Low Date forecast last reviewed: 19/01/2012
TOTAL FOR CORPORATE FINANCE & NDC												
Expenditure	3,676	3,494	2,621	2,682	62	3,494	3,494	0	0	0		
Income	(2,261)	(2,261)	(1,696)	(1,757)	(61)	(2,261)	(2,261)	0	0	0		
Net Expenditure	1,415	1,233	925	925	0	1,233	1,233	0	0	0		Peter Hayday
Expenditure	560	689	517	4,739	4,222	689	689	0	0	0		£689K project expenditure to be funded by revenue budget and the remaining project expenditure to be funded at year-end.
Income	(560)	0	0	(4,222)	(4,222)	0	0	0	0	0		
Net Expenditure	0	689	517	517	0	689	689	0	0	0		Ekbal Hussain
												Low Date forecast last reviewed: 12/12/2011
TOTAL FOR BUSINESS DEVELOPMENT												
Expenditure	560	689	517	4,739	4,222	689	689	0	0	0		
Income	(560)	0	0	(4,222)	(4,222)	0	0	0	0	0		
Net Expenditure	0	689	517	517	0	689	689	0	0	0		Ekbal Hussain
Expenditure	1,486	1,075	806	754	(52)	910	1,075	0	0	13		
Income	(1,253)	(1,112)	(834)	(834)	(834)	(1,112)	(1,112)	0	0	0		
Net Expenditure	233	(37)	(28)	(80)	(52)	(202)	(37)	0	0	0		Simon Kilbey
												High Date forecast last reviewed: 16/01/2012
R92 HR Consultancy												
Expenditure	3,021	1,889	1,417	1,520	103	1,889	1,889	0	0	0		
Income	(2,914)	(1,804)	(1,353)	(1,335)	18	(1,804)	(1,804)	0	0	0		
Net Expenditure	107	85	64	185	121	85	85	0	0	0		Simon Kilbey
												High Date forecast last reviewed: 16/01/2012
R94 HR Operations												
Expenditure	2,376	4,646	3,485	3,955	471	4,820	4,646	0	0	(4)		
Income	(2,582)	(3,539)	(2,654)	(3,080)	(426)	(3,539)	(3,539)	0	0	0		
Net Expenditure	(206)	1,107	830	875	45	1,281	1,107	0	0	0		Simon Kilbey
												High Date forecast last reviewed: 16/01/2012
R96 PAS Schemes												
Expenditure	1,190	1,201	901	981	80	1,190	1,201	0	0	1		
Income	(683)	(670)	(503)	(654)	(152)	(670)	(670)	0	0	0		
Net Expenditure	507	531	398	327	(71)	520	531	0	0	0		Simon Kilbey
												High Date forecast last reviewed: 16/01/2012

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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 HR SERVICES													
Expenditure	8,073	8,811	6,608	7,210	602	8,809	8,811	0	0	0			
Income	(7,432)	(7,125)	(5,344)	(5,903)	(559)	(7,125)	(7,125)	0	0	0			
Net Expenditure	641	1,686	1,265	1,307	43	1,684	1,686	0	0	0			
R80 Directors Office													
Expenditure	522	508	381	381	0	508	508	0	0	0			
Income	0	0	0	0	0	0	0	0	0	0			
Net Expenditure	522	508	381	381	0	508	508	0	0	0			
Vote Budget Manager: Junu Begum Budget Risk: Low Date forecast last reviewed: 10/01/12													
TOTAL FOR RESOURCES													
Expenditure	263,633	331,069	248,302	261,098	12,798	330,804	331,069	0	0	0			
Income	(253,359)	(317,953)	(238,465)	(251,571)	(13,106)	(317,953)	(317,953)	0	0	0			
Net Expenditure	10,274	13,116	9,837	9,527	(310)	12,851	13,116	0	0	0			
Director: Chris Naylor													

CORPORATE MONTHLY BUDGET MONITORING - DECEMBER 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 £'000	Latest Forecast £'000	Variance (Latest Budget to Latest Forecast) £'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	
	Expenditure	19,385	11,724	8,793	8,443	(350)	15,043	11,724	0	(22)		
	Income	0	0	0	0	0	0	0	0	0		
	Net Expenditure	19,385	11,724	8,793	8,443	(350)	15,043	11,724	0	(22)		
	Contingency and Below the line items		(15,063)	0	0	0	(4,278)	(15,413)	(350)	2	Variance due to reduction in employee costs as a result of industrial action.	
	Net Expenditure	19,385	(3,339)	8,793	8,443	(350)	10,765	(3,689)	(350)	10	(134)	C Naylor
												10%

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HOUSING REVENUE ACCOUNT MONTHLY BUDGET MONITORING - DECEMBER 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 Budget to Latest Forecast)	Variance (Previous & Latest Forecast)	£'000		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000	
DIRECTLY CONTROLLED INCOME BUDGETS												
Dwelling & Non Dwelling Rents	Income	(61,747)	(61,747)	(46,310)	(44,173)	2,137	(61,776)	(62,024)	(277)	0	0	0%
	Net Expenditure	(61,747)	(61,747)	(46,310)	(44,173)	2,137	(61,776)	(62,024)	(277)	0	0	
Tenant & Leaseholder Service Charges	Income	(16,069)	(16,069)	(14,444)	(14,579)	(135)	(16,162)	(16,254)	(185)	1	1	1%
	Net Expenditure	(16,069)	(16,069)	(14,444)	(14,579)	(135)	(16,162)	(16,254)	(185)	1	1	
<p>In setting this budget, an assumption was made as to the percentage of voids that would arise from the decant of the Ocean & Blackwall estates, and as at the end of period 9 this (higher) level of voids is not reflected in the actuals. In addition, the annual rental income from commercial properties is forecast to be higher than budget due to the revision of various lease agreements, leading to the recovery of additional commercial rents.</p> <p>Budget Risk: Tower Hamlets Homes High Date forecast last reviewed:</p> <p>Actual income is based on annual estimates issued to tenants and leaseholders with leaseholder charges raised at the start of the year. The 2010/11 leasehold actualisation process has now been completed and is also incorporated into the projected outturn figure.</p> <p>Vote Budget Manager: Tower Hamlets Homes High Date forecast last reviewed:</p>												

INDIRECT INCOME BUDGETS

Housing Revenue Account Subsidy	Income	(11,611)	(11,611)	(8,708)	0	8,708	(11,649)	(11,645)	(34)	0	(0)	0%
	Net Expenditure	(11,611)	(11,611)	(8,708)	0	8,708	(11,649)	(11,645)	(34)	0	(0)	
Investment Income Received	Income	(200)	(200)	(150)	(11)	139	(191)	(191)	9	(5)	(5)	-5%
	Net Expenditure	(200)	(200)	(150)	(11)	139	(191)	(191)	9	(5)	(5)	
General Fund Contributions	Income	(519)	(519)	(389)	0	389	(166)	(166)	353	(68)	0	-68%
	Net Expenditure	(519)	(519)	(389)	0	389	(166)	(166)	353	(68)	0	
<p>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 and the current forecast is for a variance of £34k compared to the original budget.</p> <p>RISK: A major constituent of the grant relates to capital charges which are subject to fluctuation in relation to any changes in interest rates.</p> <p>Budget Risk: Chris Holme High Date forecast last reviewed:</p> <p>Vote Budget Manager: Chris Holme Low Date forecast last reviewed:</p> <p>The year to date variance is due to the fact that actuals are processed at year-end. A year-end shortfall of £353k Supporting People income is forecast, however, this will be matched by a corresponding reduction in Support Service recharges within the 'Supervision & Management' budget heading.</p> <p>Vote Budget Manager: Chris Holme Low Date forecast last reviewed:</p>												
TOTAL INCOME	Total Income	(90,146)	(90,146)	(70,002)	(58,763)	11,239	(89,944)	(90,280)	(134)	0	0	0%
		(90,146)	(90,146)	(70,002)	(58,763)	11,239	(89,944)	(90,280)	(134)	0	0	0%

HOUSING REVENUE ACCOUNT	FULL YEAR										RAG Status
	Original Budget	Latest Budget	Budget to Actual to Date	Variance to Date	Previous Forecast Outturn	Latest Forecast Outturn	Variance (Latest Budget 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 EXPENDITURE BUDGETS

Repairs & Maintenance	Expenditure	20,511	20,761	15,571	13,884	(1,687)	20,932	20,934	174	1	0	1%
	Net Expenditure	20,511	20,761	15,571	13,884	(1,687)	20,932	20,934	174	1	0	
Supervision & Management	Expenditure	24,504	24,254	19,265	15,928	(3,337)	24,123	24,321	66	0	1	0%
	Net Expenditure	24,504	24,254	19,265	15,928	(3,337)	24,123	24,321	66	0	1	
Special Services, Rent Rates & Taxes	Expenditure	16,322	16,322	11,965	10,273	(1,692)	16,094	15,826	(496)	(3)	(2)	-3%
	Net Expenditure	16,322	16,322	11,965	10,273	(1,692)	16,094	15,826	(496)	(3)	(2)	

The year to date variance is due to expenditure on external decorations and neighbourhood action plans being planned for the second half of the year.
 Vote Budget Manager: Tower Hamlets Homes
 Budget Risk: High
 Date forecast last reviewed:

The year to date variance is due to the fact that part of this budget area (support service recharges) are processed at year-end. In addition, payments relating to water bills are made primarily in the latter part of the year.
 Vote Budget Manager: Chris Holme
 Budget Risk: Low
 Date forecast last reviewed:

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 lower than budgeted expenditure. 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	Expenditure	900	900	675	0	(675)	900	900	0	0	0	0%
	Net Expenditure	900	900	675	0	(675)	900	900	0	0	0	
Capital Financing Charges	Expenditure	28,244	28,244	21,183	14,513	(6,670)	28,232	29,792	1,548	5	6	5%
	Net Expenditure	28,244	28,244	21,183	14,513	(6,670)	28,232	29,792	1,548	5	6	
TOTAL EXPENDITURE	Expenditure	90,481	90,482	68,658	54,597	(14,061)	90,281	91,773	1,292	1	2	0%
	Net Expenditure	90,481	90,482	68,658	54,597	(14,061)	90,281	91,773	1,292	0	2	
Contributions from Reserves	Income	335	335	(1,344)	(4,166)	(2,822)	336	1,493	1,158	345	(546)	346%
	Net Expenditure	(335)	(335)	(251)	0	251	(335)	(1,493)	(1,158)	346	346	
TOTAL FOR HOUSING REVENUE ACCOUNT	Income	0	0	(1,595)	(4,166)	(2,571)	0	0	(0)	0	0	0%
	Net Expenditure	0	0	(1,595)	(4,166)	(2,571)	0	0	(0)	0	0	

The year to date variance is due to the fact that actuals are processed at year-end. The forecast spend is projected to be in line with the budget.
 Vote Budget Manager: Chris Holme
 Budget Risk: Medium
 Date forecast last reviewed:

The year to date variance is due to the fact that actuals are processed at year-end. The charge for non-dwellings depreciation is £1.1m higher than budgeted due to a revaluation of shops; however, this will be matched by a corresponding increase in the amount transferred from the Major Repairs Reserve (below). The remaining variance arises from the need to finance an element of the non grant element of the Decent Homes capital programme from HRA revenue resources as agreed by Cabinet in September 2011.
 Vote Budget Manager: Chris Holme
 Budget Risk: High
 Date forecast last reviewed:

The transfer from the Major Repairs Reserve will increase due to a higher than budgeted non-dwellings depreciation charge (see Capital Financing Charges above).
 Vote Budget Manager: Chris Holme
 Budget Risk: Low
 Date forecast last reviewed:

CAPITAL MONITORING Q3

SUMMARY

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

MAINSTREAM PROGRAMME

Communities, Localities and Culture	14.970	8.345	14.735	55.7%	-0.235
Children, Schools and Families	16.300	11.634	16.300	71.4%	0.000
Adults, Health and Wellbeing	0.295	0.149	0.216	50.5%	-0.079
D&R (excl BSF)	5.618	5.462	5.578	97.2%	-0.040
BSF	76.758	59.340	76.758	77.3%	0.000
HRA	31.451	10.067	28.470	32.0%	-2.981
MAINSTREAM TOTAL	145.392	94.997	142.057	65.3%	-3.335

LOCAL PRIORITIES PROGRAMME

Communities, Localities and Culture	3.601	2.249	3.601	62.5%	0.000
Children, Schools and Families	0.124	0.100	0.124	80.6%	0.000
Resources	1.560	1.242	1.560	79.6%	0.000
D&R (excl BSF)	9.711	3.532	8.178	36.4%	-1.533
BSF	1.100	0.358	1.100	32.5%	0.000
HRA	6.800	3.247	5.874	47.7%	-0.926
LPP TOTAL	22.896	10.728	20.437	46.9%	-2.459

GRAND TOTAL

168.288	105.725	162.494	62.8%	-5.794
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TOTALS BY DIRECTORATE:

Communities, Localities and Culture	18.571	10.594	18.336	57.0%	-0.235
Children, Schools and Families	16.424	11.734	16.424	71.4%	0.000
Resources	1.560	1.242	1.560	79.6%	0.000
Adults, Health and Wellbeing	0.295	0.149	0.216	50.5%	-0.079
D&R (excl BSF)	15.329	8.994	13.756	58.7%	-1.573
BSF	77.858	59.698	77.858	76.7%	0.000
HRA	38.251	13.314	34.344	34.8%	-3.907
168.288	105.725	162.494	62.8%	-5.794	

CAPITAL MONITORING Q3

COMMUNITIES, LOCALITIES AND CULTURE

	Budget at 31-Dec-11	Spend to 31-Dec-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	6.028	3.498	6.061	58%	0.033	Schemes progressing as per schedule, works on site	
TfL Cycle Superhighway	0.187	0.109	0.187	58%	0.000	Schemes progressing as per schedule, works on site	
Public Realm Improvements	0.604	0.210	0.604	35%	0.000	Schemes progressing as per schedule, works on site	
Olympic Delivery Authority	0.082	0.000	0.082	0%	0.000	Awaiting RCDA sign off for specialist material	
Developers Contribution	0.962	0.645	0.963	67%	0.001		
OPTEMS section 106	0.045	-0.020	0.045	N/A	0.000	Awaiting report from contractor and outstanding	
Leamouth Depot Salt Barn	0.160	0.143	0.160	89%	0.000	Works complete, awaiting invoices	
Hackney wick & Fish Island Improvements	0.250	0.000	0.250	0%	0.000	Awaiting contract sign off before works commence	
Parks							
Millwall Park/Island Gardens	0.005	0.006	0.006	120%	0.001	Overspend	Overspend
Poplar Park	0.086	0.000	0.086	0%	0.000	Scope of works reviewed, works commence in Q4	
St Johns Park	0.011	0.013	0.013	118%	0.002	Overspend	Overspend
Schoolhouse Lane Multi Use Ball Games Area	0.027	0.000	0.027	0%	0.000	Scheme design has been delayed	
Chicksand Ghat	0.000	-0.084	0.000	N/A	0.000		
Bethnal Green Improvements	0.111	0.114	0.114	103%	0.003	Lottery funding to be claimed	
Victoria Park Masterplan (1)	3.852	2.674	3.852	69%	0.000		
Cotton Street Open Space Landscape Improvements	0.043	0.000	0.043	0%	0.000	Scheme is being reviewed.	
Tennis Courts	0.116	0.000	0.116	0%	0.000	New scheme, works being programmed	
Culture and major projects							
Brady Centre	0.148	0.108	0.148	73%	0.000		
Kobi Nazrul	0.054	0.048	0.054	89%	0.000		
Mile End Leisure Centre - Security Enhancements	0.009	0.009	0.009	100%	0.000	Complete	
Poplar Baths	0.028	-0.002	0.000	N/A	-0.028	Complete	
Creation of Mobile Public Art	0.070	0.001	0.070	1%	0.000	Programme of work is currently being agreed	
Cable Street Mural	0.056	0.057	0.057	102%	0.001	Overspend	
Mile End Park Capital	0.049	0.021	0.049	43%	0.000	Scheme progressing as per schedule	
Mile End Stadium Track resurfacing	0.177	0.173	0.177	98%	0.000	Scheme complete, retention outstanding	
Bancroft Library	0.060	0.014	0.060	23%	0.000	Scheme progressing as per schedule	
Public Art Projects	0.250	0.000	0.000	0%	-0.250	New scheme, works being programmed. Looks highly unlikely to spend before the year end	
Other							
CCTV Node Move	0.187	0.179	0.187	96%	0.000	Scheme progressing as per schedule	
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	0.019	0.060	32%	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)	1.066	0.235	1.066	22.0%	0.000	Site works have been delayed, on site now	
Toby Club Hub	0.045	0.047	0.047	104.4%	0.002	Complete, overspend	
Olympic Park	0.121	0.116	0.121	96%	0.000	Scheme progressing as per schedule	
MAINSTREAM TOTAL	14.970	8.345	14.735	56%	-0.235		
LOCAL PRIORITIES PROGRAMME							
Victoria Park Masterplan (2)	3.071	2.136	3.071	70%	0.000		
Essential Health & Safety	0.011	0.006	0.011	55%	0.000	Scheme progressing as per schedule	
Major Projects - LPP	0.122	0.022	0.122	18%	0.000	Contractor has been identified and works are progressing	
Culture - LPP	0.013	0.000	0.013	0%	0.000	Awaiting retention payment.	
Watney Market Ideas Store (2)	0.384	0.085	0.384	22%	0.000	Site works have been delayed, on site now	
LPP TOTAL	3.601	2.249	3.601	62%	0.000		
GRAND TOTAL	18.571	10.594	18.336	57%	-0.235		

CAPITAL MONITORING Q3

CHILDREN, SCHOOLS AND FAMILIES

	Budget at 31-Dec-11	Spend to 31-Dec-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 & Improvement	0.700	0.471	0.700	67%	0.000	Projects phased to minimise disruption to school.	
Basic Need/Expansion	8.000	4.478	8.000	56%	0.000	Slippage on 3 major schemes and final account	
Sure Start	0.383	0.383	0.383	100%	0.000		
Primary Capital Programme	5.685	5.140	5.685	90%	0.000		
Early Years	0.406	0.406	0.406	100%	0.000		
Bishop's Square	0.024	0.024	0.024	100%	0.000		
Osmani - Redevelopment (1)	0.595	0.531	0.595	89%	0.000	Planning issues resulting in project delays Additional works requested by users - offset by income.	
RCCO	0.124	0.101	0.124	81%	0.000		
TCF Kitchen & Dining	0.124	0.100	0.124	81%	0.000		
ICT	0.250	0.000	0.250	0%	0.000	Slippage on basic need projects.	
Unallocated	0.009	0.000	0.009	0%	0.000	Not a programme - Resources to be used in final quarter	
MAINSTREAM TOTAL	16.300	11.634	16.300	71%	0.000		
LOCAL PRIORITIES PROGRAMME							
Osmani - Redevelopment (2)	0.088	0.088	0.088	100%	0.000	No further payments due against this funding	
Harry Gosling	0.012	0.013	0.012	108%	0.000	Difference to be funded within capital programme resources	
Toby Lane	0.014	0.000	0.014	0%	0.000	Resources to be used in final quarter	
Youth Service (BMX Mile End)	0.010	-0.001	0.010	-10%	0.000	Retentions & final account	
LPP TOTAL	0.124	0.100	0.124	81%	0.000		
GRAND TOTAL	16.424	11.734	16.424	71%	0.000		

CAPITAL MONITORING Q3

CHIEF EXECUTIVE & RESOURCES

	Works Order	Budget at 31-Dec-11	Spend to 31-Dec-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
		£m	£m	£m	%	£m		
LOCAL PRIORITIES PROGRAMME								
<u>Resources</u>								
ICT - Software Licences	36698	0.186	0.012	0.186	7%	0.000	Entries to capitalise software licences are carried out at year-end. These will be funded by revenue. On target. Forecast to be mostly spent by year-end.	
Priority Service Remediation/Backup Expansion	218714	0.220	0.076	0.220	34%	0.000		
<u>Corporate</u>								
Accommodation Strategy		1.154	1.154	1.154	100%	0.000	Full capital budget has been spent. No further costs will be charged to this budget.	
TOTAL LPP		1.560	1.242	1.560	80%	0.000		

CAPITAL MONITORING Q3

ADULTS, HEALTH AND WELLBEING

	Works Order	Budget at 31-Dec-11	Spend to 31-Dec-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
		£m	£m	£m	%	£m		
MAINSTREAM PROGRAMME								
Mental health services	37763	0.137	0.074	0.058	54%	-0.079	£16k of expenditure relating to Ronald Street adaptation works to be to be transferred to revenue. It has been necessary for the Technical Resources team to prioritise the decanting of services from Southern Grove. This has resulted in further building works being delayed and put back to 2012/13.	Due to the priority of decanting Southern Grove Resource Centre, funding is proposed to be carried forward for issuing outstanding planned works on stock conditions surveys and asbestos. Therefore an underspend of £79K is to be carried forward to 2012/13.
Efficiency Project - System/technology	209090	0.078	0.075	0.078	96%	0.000	The spend profile of the scheme is as expected. Work to the value of the remaining budget has been ordered and will be paid for in this financial year.	
Bell Lane Community Hub	219384	0.080	0.000	0.080	0%	0.000	A capital estimate for the scheme was adopted in September 2011. It is expected that the budget will be spent in this financial year.	
MAINSTREAM TOTAL		0.295	0.149	0.216	50.5%	-0.079		

CAPITAL MONITORING Q3

DEVELOPMENT & RENEWAL

	Budget at 31-Dec-11	Spend to 31-Dec-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	0.088	0.090	88%	-0.010	This project is fully financed from Section 106 resources.	
Bishops Square	0.150	0.077	0.150	51%	0.000	The D&R element of the Bishops Square Section 106 scheme incorporates a budget of £150,000 in this financial year.	Full spend projected.
Roman Road Shops	0.105	0.043	0.075	41%	-0.030	This project is fully financed from historic Local Authority Business Growth Initiative (LABGI) resources.	
Whitechapel Centre	0.063	0.053	0.063	85%	0.000	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 is now completed.	Project is fully spent
MAINSTREAM TOTAL	5.618	5.462	5.578	97%	-0.040		
LOCAL PRIORITIES PROGRAMME							
High Street 2012	5.800	2.432	5.767	42%	-0.033	This scheme was initially approved by Cabinet in May 2009, but significant additional external resources have subsequently been secured and a revised programme agreed by Cabinet.	The spend during the financial year is anticipated to be in line with the budget profile. Resources can be carried forward into 2012-13 if necessary.
Emergency Property Works	1.000	0.000	0.000	0%	-1.000	This contingency was established as part of the budget process. No expenditure has been incurred to date, and the unspent element of the contingency will be carried forward to be utilised as necessary in future years.	
Disabled Facilities Grant	1.000	0.521	1.000	52%	0.000	This is a demand led budget. Expenditure for the first nine months of the financial year is in accordance with expectations, with outstanding commitments increasing expenditure over the final quarter.	
Private Sector Improvement Grants	0.800	0.430	0.800	54%	0.000	This is a demand led budget. Expenditure for the first nine months of the financial year is in accordance with expectations, with outstanding commitments increasing expenditure over the final quarter.	
Genesis Housing	0.363	0.000	0.363	0%	0.000	This Local Authority Grant payment to Gemini Housing Group will be fully paid during the current financial year.	
Installation of Automatic Energy Meters	0.174	0.140	0.174	80%	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.	Full spend is projected.
Facilities Management (DDA)	0.574	0.009	0.074	2%	-0.500	It is anticipated that the final expenditure against this budget will be £75,000. The residual element will be available for reallocation within the capital programme in future years.	
LPP TOTAL	9.711	3.532	8.178	36%	-1.533		
GRAND TOTAL	15.329	8.994	13.756	58.7%	-1.573		

CAPITAL MONITORING Q3

HOUSING REVENUE ACCOUNT

	Budget at 31-Dec-11	Spend to 31-Dec-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	1.997	12.950	15%	0.008	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 ensure the maximisation of HCA grant of £12.5 million.	
Housing Capital Programme	12.209	5.285	10.100	43%	-2.109	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. Due to delays on certain projects, it is anticipated that some slippage will occur into the first few months of the 2012-13 financial year. Resources will be carried forward as necessary in line with the HRA Business Plan model.	
Overcrowding Initiatives	0.500	0.050	0.200	10%	-0.300	The overcrowding initiatives budget constitutes various elements, including the Cash Incentive Scheme. It is anticipated that some slippage will occur into the first few months of the 2012-13 financial year. Resources will be carried forward as necessary to reflect commitments entered into.	
Ocean New Deal for Communities	4.900	2.448	4.900	50%	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. £2.448 expenditure has been incurred to 31 December, with full spend contracted for the final quarter of the financial year.	
Regional Housing Pot	0.900	0.286	0.320	32%	-0.580	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 expenditure will be incurred during 2011-12. Initial profiled expenditure indicated that costs of £900,000 would be incurred in 2011-12, however funds are not specific to a particular financial year and will be carried forward for utilisation in later years as necessary.	
MAINSTREAM TOTAL	31.451	10.067	28.470	32%	-2.981		
LOCAL PRIORITIES PROGRAMME							
Council Housebuilding Initiative	3.300	1.916	3.228	58%	-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 the last quarter's capital monitoring cycle.	
Blackwall Reach	3.500	1.331	2.645	38%	-0.855	The Blackwall Reach project represents a £13 million commitment over several financial years. Latest estimates are that expenditure of £2,645,000 will be incurred in 2011-12, with the remaining leasehold properties being acquired during 2012-13 and 2013-14. This profile is flexible however, with resources in place to adapt the profiled expenditure as necessary.	
LPP TOTAL	6.800	3.247	5.874	48%	-0.926		
HRA TOTAL	38.251	13.314	34.344	34.8%	-3.907		

**CAPITAL MONITORING Q3
BUILDING SCHOOLS FOR THE FUTURE (BSF)**

	Works Order	Budget at 31-Dec-11	Spend to 31-Dec-11	Projection 31-Mar-12	% Budget Spent	Projected Variance from Budget	REASONS FOR VARIANCES TO DATE	REASONS FOR PROJECTED VARIANCES
		£m	£m	£m	%	£m		
MAINSTREAM PROGRAMME								
Wessex	206943	0.105	0.110	0.110	104%	0.005	Budget adjustment to accommodate slipped retention sum from 10/11	
St Paul's Way	207492	2.500	2.579	2.579	103%	0.079	Based on current programme spend	
Bethnal Green Tech. College	207493	0.430	0.298	0.430	69%	0.000	Based on current programme spend	
Morpeth	210196	6.900	5.564	6.900	81%	0.000	Based on current programme spend	
Oaklands	210195	6.296	5.662	6.296	90%	0.000	Based on current programme spend	
Sir John Cass	210194	7.004	7.778	8.200	111%	1.196		
Ian Mikardo	210199	1.345	1.391	1.391	103%	0.046	Based on projected final account	
Beatrice Tate	210202	0.600	0.218	0.600	36%	0.000	Fees only in 2011/12	Subject to financial contract close
Bowden House	210201	7.096	3.595	5.900	51%	-1.196	Based on current programme spend	
PRU Harpley	210198	4.211	4.178	4.211	99%	0.000	Based on current programme spend	
Swanlea	210193	8.654	7.908	8.524	91%	-0.130	Based on current programme spend	
Raines	210197	4.482	3.120	4.482	70%	0.000	Based on current programme spend	
Central Foundation	210200	4.804	3.108	4.804	65%	0.000	Based on current programme spend	
Langdon Park	210205	4.261	3.894	4.261	91%	0.000	Based on current programme spend	Subject to financial contract close
Phoenix	210204	2.645	1.476	2.645	56%	0.000	Based on current programme spend	Subject to financial contract close
Stepney Green	210203	5.421	3.518	5.421	65%	0.000	Based on current programme spend	Subject to financial contract close
Bow Boys	210206	2.500	0.248	2.500	10%	0.000	Based on current programme spend	
George Greens	219506	1.100	0.002	1.100	0%	0.000	Fees only in 2011/12	Subject to financial contract close
ICT infrastructure schemes		6.404	4.691	6.404	73%	0.000	Based on current programme spend	Based on current financial spend model
MAINSTREAM TOTAL		76.758	59.340	76.758	77%	0.000		
LOCAL PRIORITIES PROGRAMME								
Wave 5 BSF	n/a	1.100	0.358	1.100	33%	0.000		
LPP TOTAL		1.100	0.358	1.100	33%	0.000		
GRAND TOTAL		77.858	59.698	77.858	77%	0.000		

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
Theme 1: One Tower Hamlets						
<u>Strategic102a</u>	<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) Good Performance: Higher</p>	50	50	49	AMBER	↔
	<p>Performance can be impacted by small numbers of changes, and the increase this month represents a change in gender representation of 1.45 FTE.</p> <p>As part of our approach to talent management, initiatives including the graduate recruitment programme, talent pools and coaching and mentoring schemes are being put in place to ensure continuous improvement of representation going forward.</p>					
<u>Strategic103b</u>	<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) Good Performance: Higher</p>	30	30	24	AMBER	↑
	<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>					
<u>Strategic104c</u>	<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). Good Performance: Higher</p>	6	6	3	AMBER	↑
	<p>Performance has improved due to 2 senior managers updating their personal detail and declaring a disability</p> <p>The equality audit planned for January 2012 will improve data quality and will potentially improve reporting levels among disabled staff. It is expected that we will have updated information by March 2012. On the basis of this information plans will be developed to improve representation.</p>					

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
Strategic105	<p>Number of working days/shifts lost to sickness absence per employee (nr)</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>	6.5	6.5	7.6	RED	↔
<p>Please note the data for quarter three relates to November. Data for December should be available soon.</p> <p>AHWB - 8.23 - decrease of 0.62; CSF - 6.92 - decrease of 0.11 CE - 7.59 - decrease of 0.22; CLC - 5.66 - increase of 0.19 D&R - 6.88 - decrease of 0.30; Res - 8.06 - increase of 0.24</p> <p>There is an increase of 0.59 days which is 1.10 days above our target. There have been very slight increases in CLC and Resources. There are slight decreases in the other directorates.</p> <p>Short term absences have decreased by 0.54 and long term absence has decreased by 1.77 compared with the previous month.</p>						
Strategic10a	<p>Customer Access Overall Satisfaction (%)</p> <p>Measured in: %</p> <p>Good Performance: Higher</p>	92	92	92	GREEN	↑
<p>Increased customer satisfaction now meeting target. Key driver of call resolution has also increased and has helped to drive up satisfaction.</p>						
Strategic101a	<p>Variation of projected outturn from budget (+/-)</p> <p>Measured in: £m</p> <p>Good Performance: Lower</p>	0	0	0.00	GREEN	↑
<p>This is the forecast budget variance as at November 2011 as the December 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>						

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
Strategic207 National 154	<p>Theme 2: A Great Place to Live</p> <p>Number of additional homes provided (net)</p> <p>Measured in: Number (the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions) Good Performance: Higher</p>	1605	1,203	486	RED	↘
Strategic208 National 155	<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) Good Performance: Higher</p>	1231	924	1061	GREEN	↗
Strategic223	<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 cooperative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	390	293	345	GREEN	↘

Outturns are provisional only and do not accurately reflect housing delivery. This is because completion certificates for housing units come in batches and can have large time lags, therefore the number of completions is never evenly distributed throughout the year. For example a site completion of 639 units is pending.

In addition to these there are approximately 1,000 housing completions for 11/12 that cannot be reported due to missing information. Teams are working together to address this underreporting, by strengthening processes and the timely dispatch of completions & plot information. However, Developers and Approved Inspectors are under no legal obligation to provide the Council with detailed completions information.

It is also worth noting that housing completions are spread out across the year with the majority of completions expected in Q4. A more precise total for the number of completions in 11/12 will be available ending October 2012, resulting from time lags and being in line with finalising figures for the Annual Monitoring Report.

Performance is measured against the upper and lower bandwidth targets of 1231 and 1187 respectively.

378 units of new affordable housing were produced in Q3 bringing total delivery up to 1,061. This exceeds the quarter 3 target of 923 affordable units (upper bandwidth target) by 32%. 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 now is that annual performance will be comfortably over the higher target figure of 1231. The total predicted output for the year is now just over 2000 units. Our RSL partners, encouraged by the HCA's insistence that all grant is claimed by the end of March, will be doing everything they can to ensure completion of all these schemes before 31.3.12.

The quarter's performance for the production of social rented family sized units (SP 223/S012) exceeds the higher target of 294 by 14%. 127 family units for rent were delivered this quarter. More than 2000 affordable units are forecasted for delivery in 11/12 with over 700 being for family sized social rent. This will bring the total to 94.4% above the upper bandwidth target of 390 units.

Please also refer to NI155 for additional commentary.

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
Strategic211 National192	<p>Percentage of household waste sent for reuse, recycling and composting (%)</p> <p>Measured in: % Good performance: Higher</p>	32	29	28.27	AMBER	↔
National195a	<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in: % Good performance: Lower</p>	8	6	2.9	GREEN	↑
National195b	<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in: % Good performance: Lower</p>	10	7	2.3	GREEN	↑

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
National195c	<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>[Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in %</p> <p>Good performance: Lower</p>	6	6	5.9	GREEN	↑
<p>Performance on this measure is significantly above target.</p>						
National195d	<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>[Strategic Performance Measure Title: Levels of street & environmental cleanliness]</p> <p>Measured in %</p> <p>Good performance: Lower</p>	2	2	2	GREEN	↑

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)												
Theme 3: A Prosperous Community																		
<u>N116</u>	<p>Proportion of children in poverty (%)</p> <p>Measured in: % Good performance: Lower</p> <table border="1"> <caption>Proportion of children in poverty (%)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>63.6</td> </tr> <tr> <td>2010/11 outturn</td> <td>57</td> </tr> <tr> <td>Dec-11</td> <td>53</td> </tr> <tr> <td>Target</td> <td>47.4</td> </tr> <tr> <td>Minimum expectation</td> <td>53</td> </tr> </tbody> </table>	Year	Value	2009/10 outturn	63.6	2010/11 outturn	57	Dec-11	53	Target	47.4	Minimum expectation	53	47.4	47.4	53	AMBER	↑
Year	Value																	
2009/10 outturn	63.6																	
2010/11 outturn	57																	
Dec-11	53																	
Target	47.4																	
Minimum expectation	53																	
	<p>Information on this indicator is collated by central government in arrears, therefore the latest information relates to 2009. The Gap between Tower Hamlets and Islington, the borough with the second highest figure is 9%.</p> <p>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 neighbours' 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>																	
<u>N172</u>	<p>Early Years attainment (%)</p> <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) Good Performance: Higher</p> <table border="1"> <caption>Early Years attainment (%)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>42.9</td> </tr> <tr> <td>2010/11 outturn</td> <td>46</td> </tr> <tr> <td>Prov 2011/12</td> <td>50</td> </tr> <tr> <td>Target</td> <td>47</td> </tr> <tr> <td>Minimum expectation</td> <td>50</td> </tr> </tbody> </table>	Year	Value	2009/10 outturn	42.9	2010/11 outturn	46	Prov 2011/12	50	Target	47	Minimum expectation	50	47	47	50	GREEN	↑
Year	Value																	
2009/10 outturn	42.9																	
2010/11 outturn	46																	
Prov 2011/12	50																	
Target	47																	
Minimum expectation	50																	
	<p>The local authority's project to support 7 of the lowest 10 scoring schools at the end of the EYFS has led to strong improvements in scores in those schools, and lessons have been learnt which will be shared with all schools during the year ahead. Further actions include intensive support for schools facing challenges in the EYFS and better joint working with health.</p>																	

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
National073 Strategic32Z	<p>Achievement at level 4 or above in both English and Maths at Key Stage 2 (%)</p> <p>Measured in: % Good Performance: Higher</p>	78	78	76	AMBER	↔
	<p>The final results for achievement at level 4 or above in both English and Maths at Key Stage 2 in 2011/12 (academic year 2010/11) is 76%. This meets the minimum expectation of 76%, but not our aspirational target of 78%. We are above the final national average results of 74%.</p>					
National076 Strategic31E	<p>Number of primary schools below the new DfE floor standard.</p> <p>Measured in: Number of schools Good Performance: Lower</p>	1	1	4	N/A	Not comparable
	<p>This is the first year schools have been measured against a new standard, and so we cannot compare with previous years. We will use the results from this year to determine future targets for 2012/13.</p> <p>The new DfE floor target includes three measures to determine whether a school is below their new floor target. They consist of the number of schools where:</p> <ul style="list-style-type: none"> - fewer than 60% of pupils achieved level 4 or above in both English and Maths at KS2. - the percentage of pupils making expected progression in English at Key Stage 2 is below the national median - the percentage of pupils making expected progression in maths at Key Stage 2 is below the national median <p>Under this new measure, we have 4 primary schools below the DfE floor target.</p>					
National075 Strategic32S	<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>	61	61	61.4	GREEN	↑
	<p>The final outturn result for 2011/12 (academic year 2010/11) is 61.4% which is a significant improvement on the 51.8% reported last year, and we have met our target.</p>					

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
Strategic301	<p>Improving A Level attainment - A Level Average Points Score per student in Tower Hamlets</p> <p>Measured in: Number Good Performance: Higher</p>	731.6	731.6	642.4	AMBER	↔
	<p>Lower bandwidth met but target was not. The year included a number of successful interventions but key challenges remain. Next steps include: Brokerage of high quality school to school support and development of new provision in East of Borough Further training for schools in analysing results, and developing strategies to raise achievement. Review the opportunities to better support Tower Hamlets College Develop robust understanding of post 16 offer and progression routes.</p>					
Strategic308 National 117	<p>16 to 18 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	5	5	5.3	AMBER	↔
	<p>5.3% of young people are NEET for November 2011. Compared with last month, the adjusted NEET figure has fallen by 16%. This is a significant improvement, particularly as NEET figures are seasonal, and must be compared to the same period in the previous year to account for seasonal trends.</p> <p>The percentage of young people NEET in November last year was 5.1% - so current rates are very slightly higher than for the same period last year. We are meeting our target of 5.3%.</p>					
Strategic311 National 151	<p>Overall employment rate - gap between the Borough and London average 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: Gap - Lower</p>	7.3	7.3	8.6	RED	↔
	<p>TH Target Employment rate - 61.7 TH Employment rate - 60.6 London Average rate - 69.1</p> <p>This instability and the multitude of influencing factors on employment rates make predictions on rate convergence unreliable. However, we are adopting a total place approach to employment services through the Employment Strategy. Additionally, the Government has just launched the ESF Families with Multiple Barriers to work programme to be delivered by Reed in Partnership. This programme will work alongside the Council's Family Intervention Programme and the Skillsmatch service to identify and support workless family members, other than those already engaged in labour market activities, to encourage them into work. The Olympic Games offer further opportunities.</p>					

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)										
<p>Theme 4: A Safe and Cohesive Community</p> <p>Strategic02, National015</p> <p>Number of most serious violent crimes per 1,000 population (nr)</p> <p>Measured in: Number (No. of recorded most serious violent crimes/total population x 1000) Good Performance: Lower</p>																
<table border="1"> <caption>Number of most serious violent crimes per 1,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>2.14</td> </tr> <tr> <td>2010/11 outturn</td> <td>2.1</td> </tr> <tr> <td>Target</td> <td>1.3</td> </tr> <tr> <td>Minimum expectation</td> <td>1.48</td> </tr> </tbody> </table>		Year	Value	2009/10 outturn	2.14	2010/11 outturn	2.1	Target	1.3	Minimum expectation	1.48	<p>2.0972</p> <p>1.3</p> <p>1.48</p>		<p>RED</p>		↔
Year	Value															
2009/10 outturn	2.14															
2010/11 outturn	2.1															
Target	1.3															
Minimum expectation	1.48															
<p>(Oct outturn changed from 1.21 to 1.32 following re calculation using current ONS MYE population of 237900)</p> <p>Number of offences in category</p> <p>April:48 May:57 June:37 July:36 August: 55 September:36 October: 45</p> <p>Total: 314/237,900=1.32</p>																
<table border="1"> <caption>Number of serious acquisitive crimes per 1,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>20.29</td> </tr> <tr> <td>2010/11 outturn</td> <td>22.81</td> </tr> <tr> <td>Target</td> <td>17.06</td> </tr> <tr> <td>Minimum expectation</td> <td>18.95</td> </tr> </tbody> </table>		Year	Value	2009/10 outturn	20.29	2010/11 outturn	22.81	Target	17.06	Minimum expectation	18.95	<p>22.58</p> <p>17.06</p> <p>18.95</p>		<p>RED</p>		↓
Year	Value															
2009/10 outturn	20.29															
2010/11 outturn	22.81															
Target	17.06															
Minimum expectation	18.95															
<p>Re-calculated using official ONS MYE population of 237,900</p> <p>Number of offences of 'most serious violent crime'</p> <p>April 470 May 573 June 556 July 556 August 503 September 500 October 489 Total 3647 =3647/237,900=15.33</p>																
<p>Theme 5: A Healthy and Supportive Community</p> <p>LAANI123, National123, Strategic509</p> <p>Stopping smoking (nr)</p> <p>Measured in: number Good Performance: Higher</p>																
<table border="1"> <caption>Stopping smoking (nr)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2009/10 outturn</td> <td>1489</td> </tr> <tr> <td>2010/11 outturn</td> <td>1407</td> </tr> <tr> <td>Target</td> <td>1950</td> </tr> <tr> <td>Minimum expectation</td> <td>1054</td> </tr> </tbody> </table>		Year	Value	2009/10 outturn	1489	2010/11 outturn	1407	Target	1950	Minimum expectation	1054	<p>2025</p> <p>1950</p> <p>1054</p>		<p>AMBER</p>		↑
Year	Value															
2009/10 outturn	1489															
2010/11 outturn	1407															
Target	1950															
Minimum expectation	1054															
<p>The outturns above relate to Q2 as there is a time lag of a quarter on this measure, and therefore this is the latest data available.</p> <p>1949 people set the quit date and 1054 of those achieving the quit at 4 weeks. This gives a quit rate of 54% (an improvement on last quarter).</p>																

PI Ref No	PI Description	Target 2011/12	Q3 Target Dec 11/12	Q3 Actual (Dec 11/12)	Variance (performance against Q3 target)	Direction of Travel (comparing 11/12 and 10/11 Q3 actual)
Strategic413 National065	<p>Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (%)</p> <p>Measured in: % Good Performance: Lower</p>	3.5	3.5	10.43	AMBER	→
<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>						
Strategic412 National135	<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) Good Performance: Higher</p>	32	24	22.3	AMBER	←
<p>NI135 is on track to achieve the target of 32% set for the 2011-12 financial year.</p> <p>Tower Hamlets continues to perform strongly and has been consistently achieving top quartile performance over the past 3 years.</p>						
National130	<p>Social care clients and carers in receipt of Self Directed Support (%)</p> <p>Measured in: % Good Performance: Higher</p>	80	65	41.4	RED	←
<p>Tower Hamlets has increased performance on this indicator by 2 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>						

Tower Hamlets Health Scrutiny Panel Review of Consultation Events

We are in a time of significant change in adult social care and in the NHS. In social care, personalisation and reablement have significantly changed how services are delivered. Change continues as the future of the sector and how it is funded continues to be a major national political issue. In the NHS, the government is currently changing the shape of primary care. GP commissioning and health and wellbeing boards are an opportunity to create mechanisms for elected representatives and local people to influence health priorities and ways of working.

Tower Hamlets Health Scrutiny Panel therefore incorporated two consultation events into its work programme for 2011-12. The first was done in partnership with the Tower Hamlets Involvement Network, and was a health promotion and consultation event for residents of LAPs 5 and 6, held at the Burdett Neighbourhood Centre. The second was a consultation event with representatives of adult social care service users, held at Toynbee Hall.

These events aimed to develop further the working relationship between the Health Scrutiny Panel, service users and other residents, local GPs and other service providers, THINK and other local organisations. This paper reviews these events, their effectiveness and impact and makes recommendations on how the Health Scrutiny Panel, and the Overview and Scrutiny Committee more generally, should take forward this work.

LAP 5 and 6 Health Event 26th October 2011: 2pm – 5pm Burdett Neighbourhood Centre

The key objective of the event for the Health Scrutiny Panel was to engage local people in a dialogue about local services and needs.

The event was publicised as a 'family fun day' and an 'opportunity to get free health advice' and was organised by THINK (Tower Hamlets Involvement Network). Approximately 100 local residents attended the event with the majority from LAP 6, particularly the estates near the venue. 20 information stalls were run by local health organisations and community groups. These included weight and blood pressure checks, a 'healthy eating' stall which gave out free recipe ideas, and representatives from the Tower Hamlets cancer screening team who promoted their services. There was also representation from local health providers including LinkAge+, the Sport 4 Women Project and St Paul's Way Medical Centre.

The event also aimed to strengthen local engagement with the Health Scrutiny Panel, enabling Councillors to develop their role in making the voices of local people heard in the provision of health services.

Event Outcomes

The main consultation element of the event was a 'Qwizdom' session, presented by THINK, which used handheld devices to collect answers. In total 33 residents participated. The questions were as follows:

1. What do you think are the most important things you can do to stay healthy?
2. If you are not doing these things, what is stopping you?
3. How do you think the place you live in could be made healthier?
4. What do you think is the biggest thing that would improve health services in Tower Hamlets?
5. What do you think is the biggest thing that would improve social care services in Tower Hamlets?
6. If you were in charge of spending money to improve the health of people in your neighbourhood, what do you think it would be most important to spend it on?

Appendix 1 shows the results that were collected from the Qwizdom activity. They show that convenient access to healthcare and improved communication with the Council are key issues that service users feel strongly about. No specific area was identified where service users felt that there should be priority allocation for funding.

Another form of consultation was by asking residents to use post-it notes to answer the questions 'What do you think about health services in Tower Hamlets?' Many of the messages given conflicted, for example there were negative and positive comments about St Paul's Way GP Practice. This most likely reflects the ongoing issues with the appointments system at the practice, which they are working to address. Other issues raised included:

- the suggestion of having more hubs that promoted healthy living and incorporated multiple services
- concerns about how the growing population will not be supported by the current infrastructure for health care

A number of aspects of the event could have been done differently to improve the outcomes of the event. A location with more profile which could have attracted people from more than one estate might have achieved a broader attendance. Future events should be organised around the need to gain resident input, rather than the qwizdom being an add on to a fun day. A translator was present during the event, however he was not thoroughly briefed prior to the event and this impacted the flow of the presentation and 'Qwizdom' session.

Conclusions

The event demonstrated that there is certainly potential for utilising local knowledge to address local health needs, however there does need to be greater participation to fully capitalise on this knowledge.

Future work should be designed in collaboration with GP networks where possible. This would help increase the focus of the session, as the questions could feed into actual decision making.

It would also be useful to work with and learn from the experience of local organisations such as RSLs or local voluntary organisations, to add to existing on the ground knowledge about health needs and build on existing expertise and relationships.

A series of small sessions with existing community groups could also be considered – this would be time intensive but potentially more cost effective if money was not spent on organising a stand alone event, but rather integrated into existing events and structures.

As a result of the event, good partnership links between local community organisations and the Health Scrutiny Panel were established. Also, service users that attended are more informed about health services in their area and have a better knowledge of how to access them.

Health Scrutiny Panel Adult Social Care Review Event 8th November 2011: 6:30pm-8:30pm Toynbee Hall

The event was an opportunity for the Health Scrutiny Panel to hear from service users about their concerns around current changes in adult social care in the borough. It was also an opportunity for Councillors to coordinate consultation between the Council and service users. The event was organised by the One Tower Hamlets team and chaired by Cllr Rachael Saunders.

A key aim of the event was to get extensive feedback from service users and carers about important issues to them about adult social care in the borough. To achieve this, the event was promoted to a broad range of contacts from the Adults Health and Wellbeing directorate which included charities, care providers, advocacy groups and third sector organisations. Prior to the event, a letter was sent to all of these contacts explaining that this was their opportunity to offer feedback about local services and care provision. The following questions were asked, with people invited to submit responses before the event:

- What is really good about the social care services you currently use? What is most important to you?
- Have you any suggestions of how we can improve the services you use?

- Have you noticed any changes to your services recently? Do you know if your services will be changing in the future? What do you think about these changes?

The event was also promoted through East End Life the week before the event to promote attendance. In total, 25 people attended.

The event began with an introduction by Cllr Rachael Saunders, the Chair of the Health Scrutiny Panel which was followed by a presentation by the Adults Health and Wellbeing directorate on the comments already submitted. After the presentation attendees were split into groups to discuss positive and negative aspects of adult social care in Tower Hamlets. The groups then discussed and prioritised services that are most important to them. After these workshop sessions there was discussion and feedback by the whole group.

Event Outcomes

Feedback was received from a range of sources including individual service users, resident groups from housing associations and local community organisations. This feedback was collected by the Adults Health and Wellbeing team and was discussed through a short presentation at the event. Many issues were raised in the feedback with the below items capturing the key themes:

- Our plans for the coming year
- Personalisation
- Universal Services (services for everyone)
- Home Care
- Palliative Care
- Health and Wellbeing Board
- Raising concerns and complaints
- What support is available to Somali elders?
- Benefits and outgoings

These points linked to wider questions around adult social care which were discussed in depth during the workshop sessions. Below are the key points discussed at these sessions:

Personalisation

Participants wanted there to be greater clarity regarding the role of the Council in deciding who should get care funding, especially where eligibility criteria has changed. It was discussed how there should be greater information on who is responsible for allocating funding and that this information should be circulated more widely to both service users and their carers.

It was highlighted that the Council needs to promote the positive outcomes of personalisation i.e. that they are not just a direct consequence of budget cuts.

Participants discussed how service users are concerned about the joint impact of efficiency savings and inflation on direct payments and how budgets will shift as more people take up direct payments. It was also highlighted that there is a risk that direct payments may be misused to fund personal goods or services other than care provision.

It was raised that social workers often feel that a client's needs are better met through direct provision and that they cannot quantify the support people need into the right direct payments package. For example, very low numbers of mental health clients have direct payments, and the Council has struggled to increase these numbers. A possible reason for this is because many health professionals are sceptical about direct payments being able to satisfy the needs of this client group.

Some service users felt that the Resource Allocation System (which gives an indication of how much money should be made available to service users in their personal budget and what outcomes should be achieved through the use of that money) was very crude and did not work for lots of service users. For example, the budget it allocates does not take factors such as National Insurance and holiday pay in to account and is thus inaccurate.

Innovative Health Provision

The approach of the newly formed Health and Wellbeing Board was discussed, and it was agreed that the broad membership of the Board will be constructive to adult social care in the borough. It was hoped that this will continue, and that there will be an even more diverse representation of views and opinions on the board going forward.

In the context of reduced resources in adult social care it was agreed that there is a need to do things differently and to be more innovative in care provision. An example of this already happening in the borough is in palliative care provision where a new centre has been set up. This centre provides a single point of access for advice and information about palliative care services in Tower Hamlets.

Ways of Working and Service Provision

The difficulties of mental health care provision in the borough were discussed, specifically because of the complex needs of clients. It was raised that clients may not have their mental health needs met due to the reorganisation of budgets and care provision in the future.

The issue of carers who do shopping and laundry was raised, as this is being removed from care packages, and service users have to pay for it themselves in order to remain independent. It was agreed that care packages need to be considered in the context of people's needs and there should not be a blanket prohibition on any type of service, such as laundry. This would be contrary to government guidelines.

It was discussed that the new social workers are struggling with the new support plans; however more experienced social workers are not. This is because the new process is very like the old style plans that were previously in place. There is therefore a training need for new social workers.

Conclusion

The event was successful in raising the profile of the Health Scrutiny Panel as a route for dialogue around adult social care issues. A range of individuals and organisations attended. Future events or engagement will need to have a clear focus or topic base – a broad brush approach will not work twice.

The issue of personalisation acted as an overarching theme for much of the event. The overwhelming feeling from the consultation showed that when done well, person-centred planning can change lives for the better with the same or even less costs than previous support packages. The sentiment from the group work demonstrated that the wider community wants to be part of the future development of the personalisation agenda and involved in the work programme of the Health and Wellbeing Board.

Many participants agreed that it is unfortunate that personalisation has come at the same time as deep budget cuts. The challenge for the council was made clear – for personalisation to really work service users need to be clear that it is not a tool for budget cutting.

Next Steps and recommendations

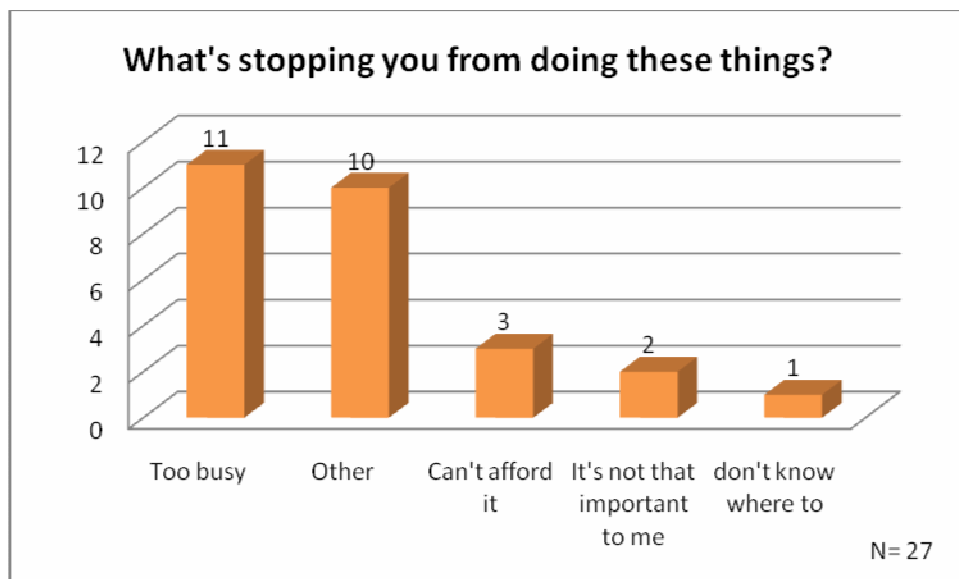
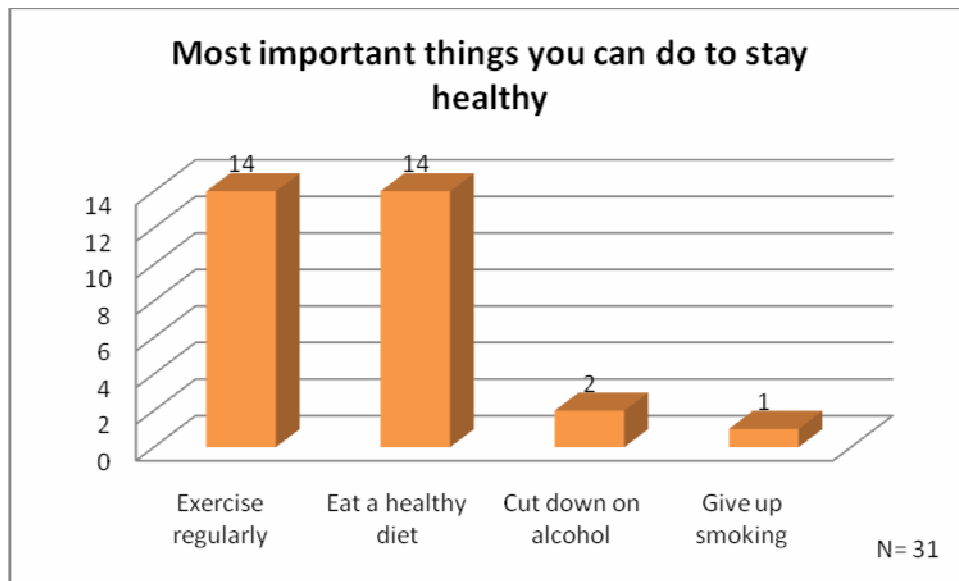
From the feedback received from service users, carers and their representatives it is evident that there is a strong willingness to get involved to shape service provision. The Health Scrutiny Panel needs to clearly define its role in facilitating and encouraging this involvement.

When developing the work programme for the Health Scrutiny Panel going forward it is imperative that the learning from these events are incorporated in future planning.

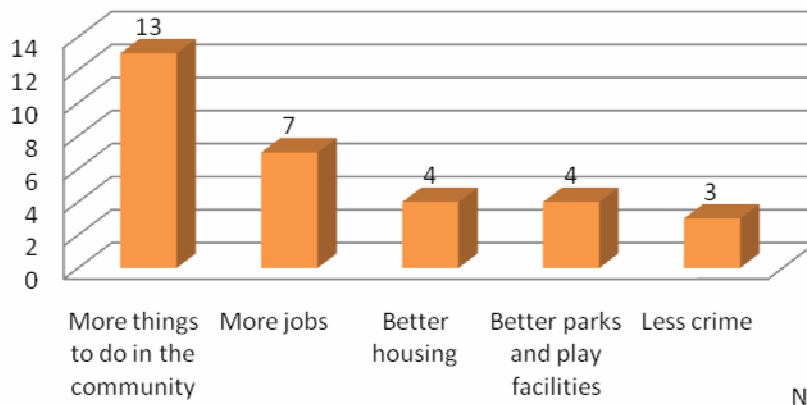
For future events to be sustainable effective partnership working will be vital.

The events were of real value in feeding the views of residents, service users, carers, those who work in service delivery and others into the panel. This will inform our budget discussions and will be of value in informing all of the work of the panel.

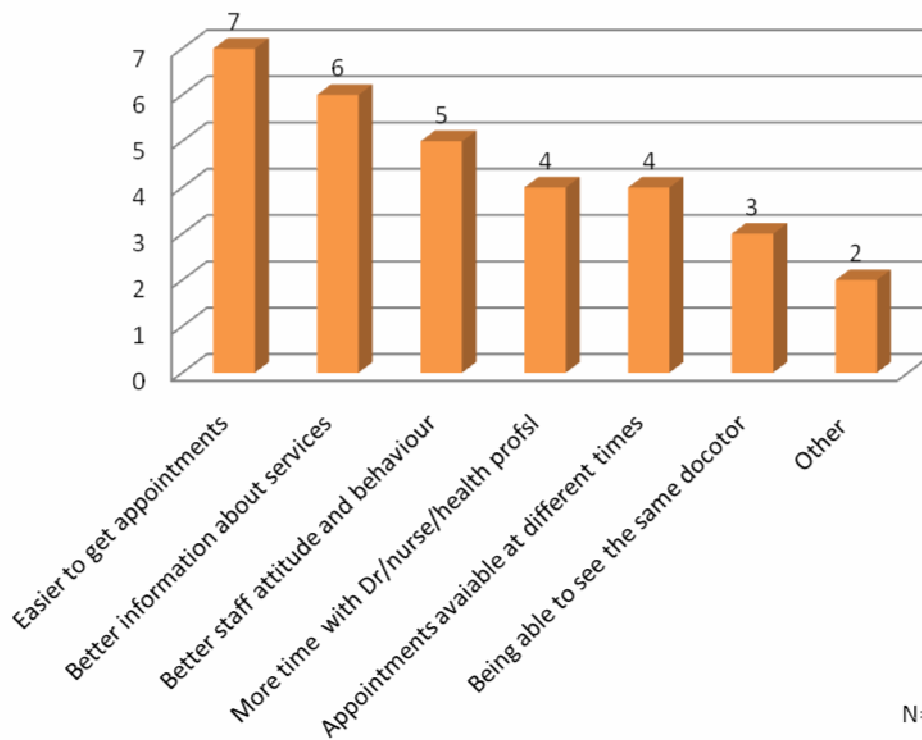
APPENDIX 1

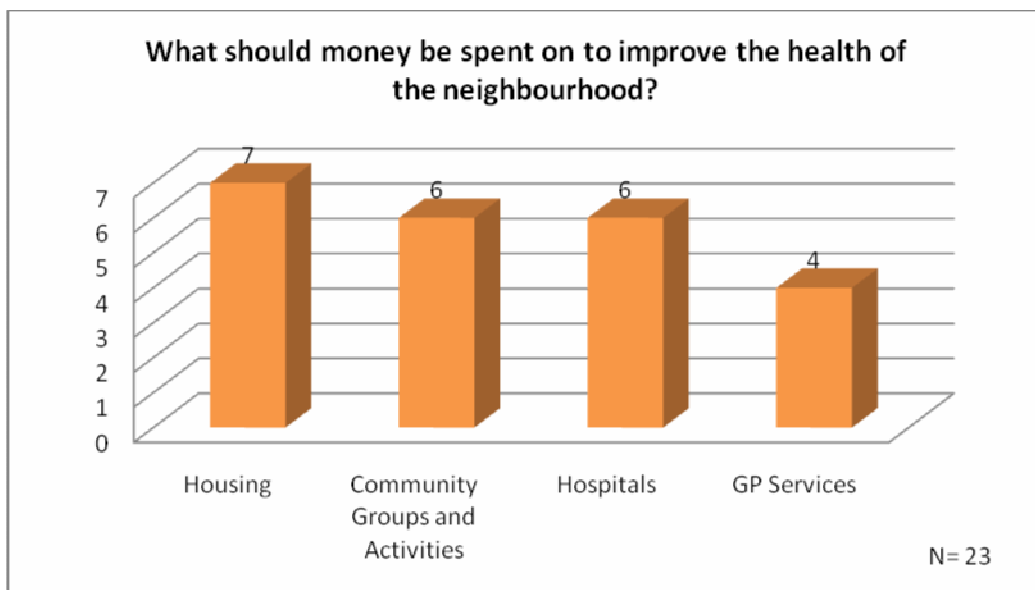
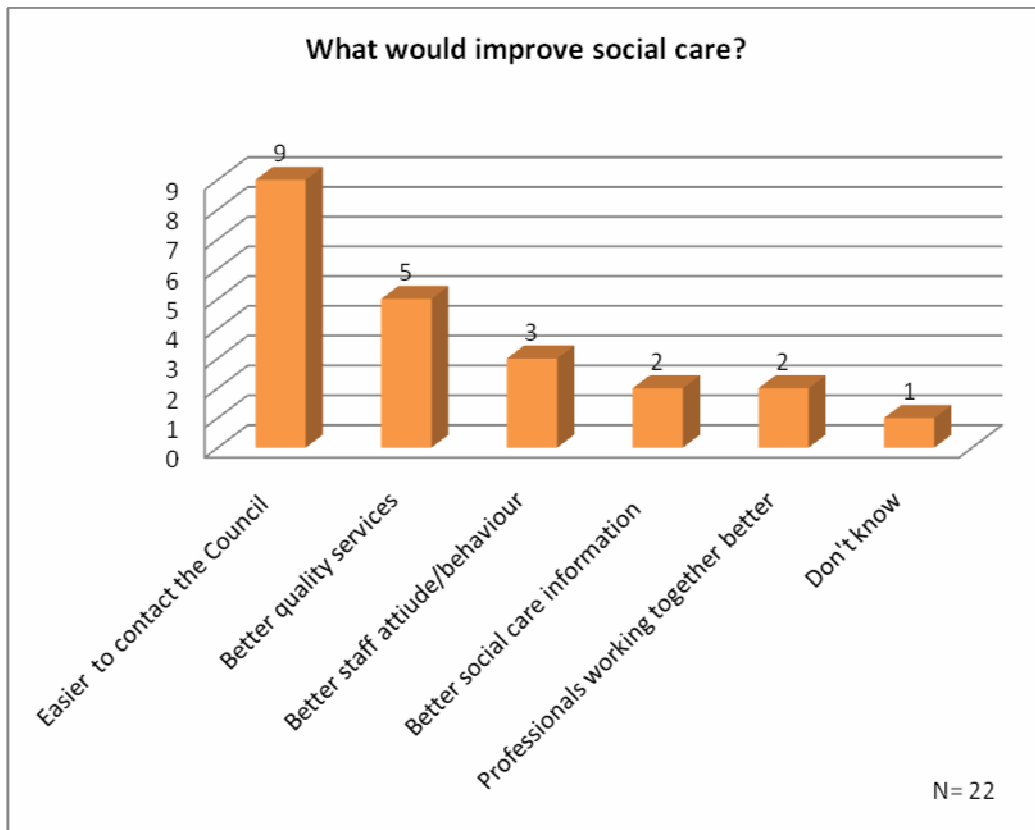


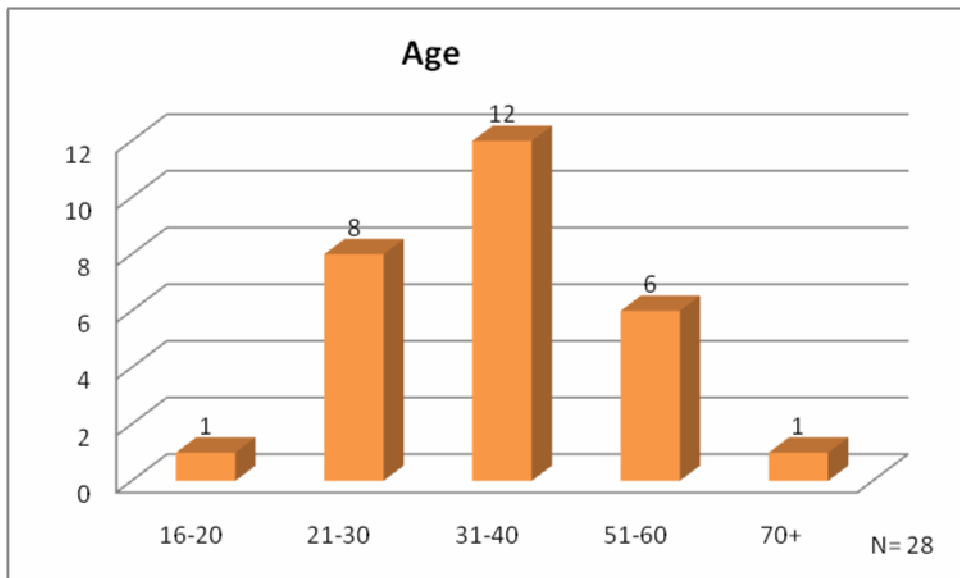
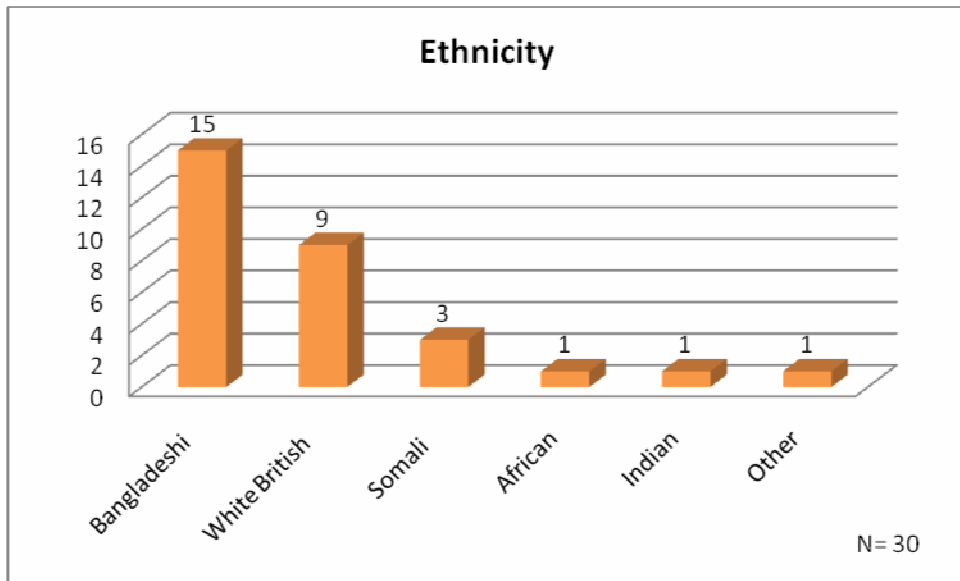
How do you think the place you live in could be made healthier?

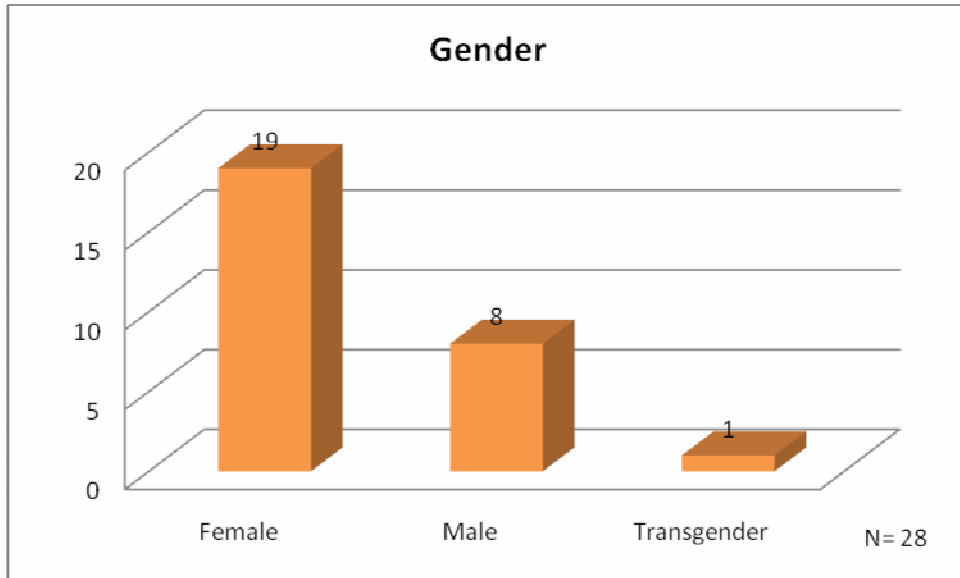


What would improve health services?









Appendix 2

Health Scrutiny Panel Adult Social Care Review Event

8 November 2011
Toynbee Hall

Deborah Cohen and Rachel Chapman gave a presentation, responding to some of the issues raised in written responses.

Attendees were then invited to ask factual questions before moving on to the group discussions.

Someone then raised a question in relation to the review of direct payments. This will be done by the Head of Finance in AHWB and relates to the level of monitoring which would be appropriate given the level of spend by direct payment clients. There were concerns that too large a proportion of the payment could be spent on accounting, pushing down that which can be spent on services.

Deborah Cohen informed the group that we are asking all providers to match the wages/costs for direct payment clients to those in block contracts. All providers will be expected to pay the London Living Wage. There is a broader concern nationally that a drive to reduce costs in adult social care will drive wages down.

The Group then broke into groups discussions:

Group 1: (Rachael C's notes)

- Direct payment monitoring – people find it onerous. Are there different ways that people can do this in line with the flexibility that personalisation is supposed to bring?
- Prevention important
- How do we improve signposting? Particularly from health to social services.
- How do we anticipate and plan for need?
- Awareness raising about accessing services
- 111 number bid – how can we improve co-ordination of care across health and social care to prevent hospital admissions – CVW.
- Role of the Council? This links to the national debate about the roles and responsibilities of individuals.
- Person centred planning – it's been around for a long time. But concern that personalisation is not happening quick enough
- We need to get the message about cuts and personalisation right. They are not the same thing. Unfortunate that they have happened at the same time.

- It's difficult for providers to plan given commissioning budgets shift as more people take up direct payments.
- Look at ECHR report on support for older people, which would be relevant for all client groups.
- Could we make more use of the expert patient model used in health, applied to social care. Link to John Eversley work.

Group 2: (Rob Driver)

- Blue sky thinking important – need to involve volunteers and social enterprises, thinking about how to do things differently and be more innovative.
- Approach to Health and Wellbeing Board – it's good that they've not got a narrow view, bringing other people on board. Need to ensure good representation of all group. Note that CVS involved.
- A Health and Social Care Forum has been reintroduced.
- We need to build on what is currently in the borough, key individuals in the borough in community groups.
- Want approach to savings to be well informed, consultants need to think about the economic situation in developing their approach to personalisation.
- Definition of personalisation – a mind shift, what can we do to stimulate activity on the ground.
- Advice and information to service users – need to improve consistency of how to get information on care – Idea Stores, hospitals, community groups.
- How to develop palliative care? Palliative care centre set up, this faced challenges – but a good model, good example of how services can be joined up.

Group 3: (Sarah Barr)

- Personalisation. Many professionals are sceptical about direct payments, especially for people with mental health problems. People are also very concerned about the joint impact of efficiency savings and inflation at 5% on direct payments.
- Welcome the move away from impairment based teams in adults social care, but the Community Mental Health teams are behind in this progress. This was felt to be because they are led by clinicians rather than social workers. The teams are run by the East London Foundation Trust, with the social work staff seconded across from the Council.
- It is true to say that the Community Mental Health teams have a very medical dominated, and old-fashioned model. And the Council is looking at different options of what to do with the social work element of that team. Hackney Council have pulled out their social workers. We could do this, or put the social workers in GP practices, or de-commission the service completely.

- Some additional training has been done, but lots of residents are not getting a good enough service. Some people are becoming very disillusioned with the idea of direct payments and personalisation.
- Mental health clients often present with complex needs, they may be having their mental health needs met, but won't get adequate financial package which meets all of their needs. This is a real issue generally when people's needs fall across more than one impairment type.
- Social workers often feel that a client's needs are better met through direct provision, they can't quantify the support people need into the right direct payments package.
- This means that very low numbers of mental health clients have direct payments, and the Council has struggled to increase the numbers.
- The Resource Allocation System has not been used, rather than 'recalibrated' as it should be. There are some inherent tensions in the system, as a ready reckoner it's very crude and doesn't work for lots of people. For example it doesn't consider holiday pay, insurance etc, and often results in people paying under the minimum wage to their employees, indicating something has clearly gone wrong.
- What if people misuse funds or run out of money, the Council would still have a statutory duty to provide their care or support.
- There are some examples where people are not getting the personal care that they need.
- The issue of carers who do shopping and laundry was raised, as this is being removed from care packages, and people are having to pay for it themselves in order to remain independent. Care packages need to be considered in the context of people's needs and there should not be a blanket prohibition on any type of service, such as laundry. This would be contrary to government guidelines. We need to bear in mind that lots of people in the borough are quite unsupported because their families have moved away.
- The awareness of the term 'personal budget' is not always good. Worry that some people are not even aware if they have one, some people may have a personal budget, but exactly the same provision as before, which is not the intention. See the Demos report for Tower Hamlets' performance in relation to this.
- Is the local authority maximising opportunities available for people with personal budgets?
- Should we be using independent support-planning as in Newham?
- The Council is concerned that support plans do look exactly like old careplans and have commissioned a piece of work to look at the quality of support plans. The target in relation to support plans was quantitative, rather than relating to quality.
- It was thought that the younger social workers were the ones struggling with the support plans, for older social workers, the new process is very like the old style plans that they used to do. There is therefore a training need for social workers. Quite a difficult culture change, social workers are being told to focus on needs, not on money, but the service as a whole is also being expected to make savings.

The whole group then came together to discuss:

When done well, person-centred planning works really well and can change lives, for the same or even less costs than previous support packages. However, when not done well, for whatever reason, the Council is really missing an opportunity to deliver better services in a more cost effective way.

The wider community need to be part of the thinking, along with those with experience and expertise, in relation to the Health and wellbeing board.

It is unfortunate that personalisation come at the same time as cuts. Communication messages need to differentiate between the two. Direct payments can actually mitigate for cuts. Other local authorities are struggling with this too, we can learn from other areas and national learning.

Could make more use of the expert patient model as in the NHS?

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Committee	Date	Classification	Report No.	Agenda Item No.
OVERVIEW AND SCRUTINY	6 March 2012	Unrestricted		
Reports of: Tower Hamlets Health Scrutiny Panel Presenting Officer: Sarah Barr, Senior Strategy Policy and Performance Officer, One Tower Hamlets, Chief Executive's		Title: Review of Health Scrutiny Panel Consultation Events Ward(s) affected: All		

1. Summary

As part of its work programme for 2011-12, the Health Scrutiny Panel took part in two consultation events. The findings from these events were reported at the Panel's meeting of 24th January 2012. Councillor Saunders, Chair of the Panel requested that feedback from these also be reported to Overview and Scrutiny as the parent body.

2. Recommendations

Overview and Scrutiny Committee is asked to consider and comment on the information in the report.

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Committee	Date	Classification	Report No.	Agenda Item No.
Health Scrutiny Panel	24 January 2012	Unrestricted		2
Reports of: Tower Hamlets Health Scrutiny Panel Presenting Councillor: Councillor Rachael Saunders Chair of Tower Hamlets Health Scrutiny Panel		Title: Review of consultation events Ward(s) affected: All		

1. Summary

This report reviews two consultation events that the Tower Hamlets Health Scrutiny Panel have participated in, as part of its work programme for 2011-12.

2. Recommendations

The Health Scrutiny Panel is asked to consider the information of the report and to discuss the role of the Health Scrutiny Panel in future consultation work and how the findings from the consultation events should shape the Health Scrutiny Panel's future work programme.

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